

Activity Report 2019



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SHEKEL – Inclusion for People with Disabilities

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"Love Knows No Limits" Campaign



Yafit Baruch, Sahar Pick and Refael Ende - Passover Haggadah illustration artists



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. This continuum of services will be detailed in a separate chapter below.

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. SHEKEL constantly works to develop and implement frameworks and treatment methods suitable to the changing needs and interests of people with varying disabilities. The treatments' objectives relate to the person comprehensively and as an individual. They focus on achieving the following: inclusion (normalization) of the resident within the community in which he chooses to live; the individual's empowerment and increasing his level of independence; increasing his progress, emphasizing his free choice and self-determination, and in strengthening his emotional welfare. Of course, no one is required to participate in all of these programs; each individual chooses the programs that suit them.

Areas of Activity

Areas of activity 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, an education and leisure activities program facilitating and encouraging participation in cultural, leisure, and entertainment programs in the community, enrichment and extended school



day programs for children and youth with moderate or severe disabilities, including programs in high schools and seminars influencing the way students view children and adults with 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; and emotional therapeutic centers for treating victims of assault, special-needs offenders, and for providing social-sex education.



Clara Feldman and Lihi Lapid at SHEKEL's Open Space daycare center

Target Population

SHEKEL's target population includes any child or adult with a disability who seeks a response within the community through SHEKEL's services, 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 these programs include families of potential SHEKEL clients who qualify for SHEKEL's frameworks, and have



expressed interest in its community programs, as well as professionals, municipalities, and other organizations or family members seeking guidance or participation in advanced training seminars. Each year, SHEKEL receives hundreds of referrals for advice, support, and practical instruction.

Development of Organizational Structure

SHEKEL opened in Jerusalem in 1979. Since 1996, it began to serve as a nationwide organization and continued to expand its activity to multiple locales in response to the growing demand among municipalities and families of people with disabilities. 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. Together with the Vice Director General and the Development Manager, a suitable plan was formed dividing SHEKEL's activities into three geographic areas: the Jerusalem Area, Central Israel, and Southern Israel and the Shfela Area, a change noticeable in this Report.

Summary of Activities in 2019

The year 2019 was one of multiple achievements and continued rapid development. We opened a daycare center for elderly with disabilities and a daycare center for autistic people in Petach Tikva; a new apartment in Kibbutz Alumim; two apartments in Jerusalem; and we expanded the supported-living program in Jerusalem and Petach Tikva.

This year's Annual Report represents SHEKEL's extensive activity, divided into the following sections: Nationwide Programs, Regional Activity, and Administration.

Nationwide Programs

Some of SHEKEL's programs are offered on a nationwide scale and are not fixed to a particular geographic area. These include the Israel Center for Accessibility, Therapeutic Centers for treating trauma, activities for children and youth in special education, and cultural and leisure programs.

Regional Activity

The Jerusalem Area includes SHEKEL's new and veteran programs as well as SHEKEL's continuum of community programs for thousands of people with disabilities in the city and the region, in the following fields: independent living, sheltered and supported employment at SHEKEL's daycare centers or in the open workforce and in the fields of leisure, education, and therapeutic



treatment. **Central Israel** is SHEKEL's second largest region in scope and tenure. The programs in this area have operated since 2007 in the fields of independent living, employment, leisure and education in Petach Tikva, Ramat Gan, Givatayim and Bnei Brak. **Southern Israel and Shfela Area**, SHEKEL's third region of activity, was initiated in 2015 and includes: independent living, employment, and leisure, in the following locations: Kibbutz Kvutzat Yavneh, Mesu'ot Yitzchak, Kibbutz Alumim, Shoham, Hevel Modi'in, and Kfar Shmuel.

Administration Units

In order to ensure implementation of all the above activity, administration units include the following: Professional Development and Training, Resource Development and Public Relations, Program Evaluation, Human Resources and Volunteers, Logistics and Inventory, and the Finance Department.



Thanks

I would like to thank the directors who helped prepare this summary, as well as Dr. Meir Hovav and Dr. Erez Eizrachi for editing.

I would like to thank SHEKEL's President, Mrs. Lihi Lapid, for her noteworthy activity for the organization. Thanks 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 staff of the Ministry of Welfare and Social Services, the Municipalities of Jerusalem, Petach Tikva, Bat Yam, Ramat Gan, Beersheva, Shoham, Hevel Modi'in, Modi'in, Tel Aviv, Haifa, Kibbutz Kvutzat Yavneh, Masu'ot Yitzchak, Kfar Shmuel, and 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 and operate, 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 the donors and foundations in Israel and abroad. Thanks to them, we have developed 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



Foreword from SHEKEL's Vice Director General

In my role as Vice Director General, I am responsible for areas related to day-to-day management and development, as well as formulating policy and overseeing what is done in the organization, establishing contacts with external parties, and administrative responsibility for regional managers.

Activity in 2019

Regional Activity Management

Following the division of SHEKEL's activity geographic regions with independent working procedures, communication channels, benchmarks, and goals for regional managers were determined. Joint monthly meetings were held for regional managers in order to provide guidance as a group, mutual insight, and peer sharing. Routine work meetings were held with each regional manager, including site visits. Efforts were invested in order to develop these regions to enabling each to provide the various services necessary for people with disabilities. Each regional manager establishes his or her own working relationship with the local authority and works to develop new services therein.

The ISO-9001 Standard was implemented in all SHEKEL employment frameworks.

Jerusalem Area: Changes in organizational structure were implemented, including hiring new positions as necessary. Regular meetings were held with the regional manager regarding independent housing and employment programs in order to create comprehensive and uniform working procedures in the various departments.

Reorganizational efforts in the field of employment were completed and participants filled the vacancies. This year, emphasis was placed on renovating the Vocational Rehabilitation Unit, expanding the work space, and improving work conditions.

In the area of housing, field managers were switched, and changes were made to the work structure of the independent living program's activity coordinators.

Another change was in the appointment of a private affairs manager for the Jerusalem area, responsible for assuring the therapeutic quality of SHEKEL's activity frameworks.

Central Israel: Over the year, Petah Tikva and Ramat Gan were merged into one region. The purpose of this change was to utilize one logistics manager and one



multi-professional team for both cities. A regional manager was appointed alongside a regional, as well as a regional maintenance and inventory manager. Regional activity was also divided into units, each with its own director.

In Petah Tikva, the multidisciplinary team's staffing was completed. This included a nurse, an occupational therapist, social workers, a physiotherapist and a communication clinician- who provide services for all activity frameworks. Staffing needs were also met at the Elderly Daycare Center and the Daycare Center for People on the Autistic Spectrum.

In Ramat Gan, staff responsibilities were expanded to accommodate the opening of additional frameworks, including therapeutic professionals' recruitment.

Southern Israel and Shfela: Hevel Modi'in, Shoham, and the kibbutzim programs were united into one region, and its own manager and social worker were appointed. A club for children and adults was opened in Shoham, which began operating in the new unified format. In addition to the four apartments operating in the area, a new apartment was opened in Kibbutz Alumim for high-functioning young women with disabilities, and contacts were initiated for opening two additional apartments in other communities in Southern Israel.

Administration

Establishment of a Logistics Department: Over the year, logistics needs were concentrated in SHEKEL's activity regions, and logistics performance was evaluated in each area. A new universal work model was introduced for inventory, maintenance, and computer needs. A Logistics Department was established with its own director, and all logistics staff was subordinated to her. A logistics employee was appointed to the Department in the central region. Work procedures of this department are being formulated, as well as its interfaces with the other departments. These methods are expected to crystallize and become standard operating procedure next year.

Participation in embedding new software: Participation in embedding new financial software during the beginning of 2019. This process continues throughout the year in stages.

Participation in embedding new payroll software: We characterized payroll registration needs vis-à-vis SHEKEL's human resources staff and began using a new payroll software model in January 2020.

Participation in characterizing Human Resources Department roles: We defined new roles and participated in implementing appropriate changes in the Human Resources Department.



We also participated in characterizing information systems and decision-making for implementing new information systems. This included utilizing the therapy database for all SHEKEL clients, and connecting it to the financial database in order to enable an up-to-date overview of all clients throughout the country. This endeavor required analysis of SHEKEL's needs, and joint efforts with database developers to adapt the program to SHEKEL's distinctive needs. The implementation process will continue next year. We also participated in applying the Internal Auditor's Recommendations Report regarding databases and data retention.

Work Plan for 2020

- Continued guidance and supervision of SHEKEL's regional activities in the administrative and professional-organizational areas, as well as each region's work plans.
- Continued implementation of the therapy database ("Nativ").
- Participation in embedding use of the new financial software in the regions; monitoring the scope of engagements with the Finance Department; and implementing work procedures.
- Participation in the implementation of new personnel and payroll software, as well as upgraded attendance software.
- Controlling the process of work procedures standardization in accordance with ISO-9001 requirements, and appointment of a staff member to monitor the implementation of these standards in the various departments.
- Coordination of SHEKEL's administrative activity across Israel by region, while characterizing each region's specific needs.
- Participation in the development of SHEKEL's therapeutic treatment centers and their expansion to include additional target audiences in the community.

Offer Dahari
Vice Director General



SHEKEL's Continuum of Services



Employees at SHEKEL's gift shop

Photo: Hagai Shmueli



SHEKEL's continuum of services includes a variety of solutions regarding independent housing, employment, leisure activity, social activity, as well as an individualized response in the realms of mental health, therapy for children and youth, and accessibility.

The 'Living in the Community' Housing Program

SHEKEL's Living in the Community Housing Program seeks to enable every person with a disability to live in the general community. The program aspires to provide every special-needs resident with a permanent residence, specifically suited to his or her needs, while ensuring a high quality of life. It aims to include special-needs residents in the general community by influencing societal frameworks and community institutions (such as neighborhood Matnas Community Centers, the person's workplace, neighbors in the apartment building), and by creating an individualized integration program for the resident himself. The program operates across Israel and provides housing solutions for people with disabilities via 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 Sheltered Housing Program presents different models of housing within the community, such as shared apartments (of four to six residents), apartments for couples, and apartments for individuals. The level of guidance each group receives is in accordance with its needs. The program provides staff who guide residents in every aspect of daily living, from the physical needs of running a household, cleanliness, food and equipment, to the residents' health needs, such as building therapeutic programs and follow up, escorting residents to community services, and seeing to their emotional and social needs. Responsibility for the residents is complete and comprehensive- around the clock, and year-round.

In the framework of the Sheltered Housing Program, apartments with unique characteristics were established in order to meet practical needs that we gradually became aware of, such as sheltered housing at kibbutzim, individual apartments for several residents living adjacently, sheltered community housing for people requiring nursing care, and sheltered housing for people on the autistic spectrum.

The Supported Housing Program includes apartments for individuals, married couples, and shared apartments. Residents independently rent their apartments and run their own households, but receive ongoing professional guidance, and sometimes individualized instruction and accompaniment for their daily chores.



The Program employs a "tailored treatment" approach and mediation. It helps residents exercise privileges and assists them with their social issues.

In the framework of the Supported Housing Program, SHEKEL also developed unique solutions for the Haredi/Ultra-Orthodox population where people with disabilities marry more routinely, and require professional accompaniment in order to continue their community integration.

Living in the Community targets people from all sectors of Israeli society: Jews and Arabs, religious and secular, and is characterized by the following forms of:

- Intellectual developmental disability (light, moderate, or severe)
- Major learning disabilities and borderline intellectual ability
- Physical disabilities (wheelchair bound, or impaired movement)
- People on the autistic spectrum – ASD

SHEKEL's housing program assesses many applicants each year at the request of local municipal councils and the Ministry of Welfare. The applicant decides if he or she is interested in the proposed apartment. The assessment includes a personal interview, a meeting with the applicant's family together with the community social worker, a schedule for visiting the designated apartment, and a gradual acclimation process.

Regional directors will expand on the details of the housing program in each of their geographic areas.

Vocational Rehabilitation

A person's ability to work is a central component of normative living. Therefore, SHEKEL's Vocational Rehabilitation Program is a central SHEKEL program. SHEKEL's objective is, on the one hand, to provide guidance in a way that challenges and demands high vocational skills from the participant, and on the other hand, constantly monitors the person's capabilities in order to fulfill his wishes and ensure his quality of life. SHEKEL's vision is to provide an individualized employment solution for every person with a disability, stemming from a comprehensive outlook on his life, while recruiting the support of family members, professionals, and his social environment. Our goals are to maximize the person's potential, impart skills, promote economic independence, assist social integration, and provide opportunities for a variety of employment alternatives.

SHEKEL operates according to its rehabilitative-employment continuum model, which includes training and adaptation to the world of employment and entails a



complex educational-rehabilitative process, choosing an occupation, acquiring appropriate skills, becoming familiar with the world of employment and its components, and developing social behaviors and communication skills. The transition begins at the person's school and advances to day center programs, sheltered employment, courses and advanced training, sheltered employment and finally supported employment positions in the free market.

SHEKEL typically works to provide employees with employment in a format closest to standard jobs in the workforce. Thus, SHEKEL assembly lines behave and look like a factory, and operate according to ISO-9001 standards. An employment contract is signed each year. Employees register as they enter the building and sign out upon leaving, and ceremonies and workplace activities are held as in any other company. There is also a program for the employees' well-being, reflected in nice and comfortable dining areas, gifts for employees prior to the holidays, an annual field trip, and various social activities. Safety is emphasized in the factories in cooperation with the Institute for Safety and Hygiene's guidelines.

Transitional Programs: Effective transition to adulthood is optimally influenced by several factors, including the young adult's ability to develop appropriate skills and knowledge for integrating into the world of employment; his ability to live independently while exercising personal choice; the existence of opportunities for interpersonal relationships; self-advocacy; and participation in community life. SHEKEL's Transition Program, run in collaboration with the Ministry of Welfare, focuses on the transition stages from high school to adulthood, with the goal of preparing the young graduate for post-school employment. The program is designed for adolescents with disabilities aged 16 and 21, providing them with several hours of employment experience in both sheltered and supported employment programs, enabling them to gain a feel for the field of employment and fine-tune their employment aspirations.

Day Centers: Therapeutic nursing-care day centers are "fringe frameworks" for special-needs adults requiring close guidance and care, sometimes nursing care. The day centers cater to people with developmental and low-functioning intellectual disabilities, some of whom use wheelchair for mobility; people with physical disabilities and borderline intellectual disabilities; and people on the autism spectrum with moderate to low functioning. The centers hold therapeutic and educational activities, aimed at enabling participants to practice personal and interpersonal skills to attain greater independence in their lives, develop a higher sense of self-control, self-worth and satisfaction, as well as physical and mental wellbeing. Some of the day centers operate with a real occupational



orientation, depending on the participants' level of functioning. Day centers advance each participant by assisting in his or her emotional rehabilitation via therapists, physical rehabilitation via physiotherapists, and with the help of occupational therapists and nursing staff. The centers also collaborate with the patient's family through a social worker, and constantly invest in the participant's occupational and social advancement. The day centers also promote enrichment and recreation through activities such as therapeutic gardening, music, art, and activities with animals.

Sheltered Employment: The Sheltered Employment Program is an employment center for people with disabilities aged 21 and up who have not integrated into the free market. The sheltered program provides on-the-job training and two consumer services:

- **Outsourcing:** Receiving external assignments without the need for investment in assembly line infrastructure. This means financial security for the employment factory.
- **Operation of Production lines:** for sellable products in the free market, from raw material to finished products, including marketing in the free market, while taking into account marketing factors (outputs, quality, meeting schedules, and prices), and the employees' therapeutic, motor, cognitive, and communicative advancement. The level of difficulty on the assembly lines vary (from simple operations to complex and meticulous requirements) and contribute greatly to the participants' skills development.

The combination of these two services affords an opportunity to choose from a wide range of employment-oriented tasks and attain a wide range of skills. In order to ensure employment continuity, transitions between SHEKEL's factories are applied, enriching employees' job experience and their familiarity with other employment demands. The factories motivate employees to strive towards higher vocational development, and the wide array of employment opportunities serves those who require sheltered employment indefinitely.

Regular and occasional volunteers from Israel and abroad work in the sheltered employment program. Their participation increases the employees' work output and brings fresh motivation. Beyond their assistance with the day-to-day work, volunteers' participation helps fulfill SHEKEL's vision of becoming a meeting point between people with disabilities and the wider community.

Employment Training and Industrial Rehabilitation Groups: In recent years, there has been a need to expand opportunities for employment rehabilitation in the free market, while providing ongoing guidance, tailored employment training, and higher wages for advanced employment output. As a first step on the way to



external employment, SHEKEL employees are given the option to transition as a group to a standard factory or business. Employees can transition either via a "trainee group" in which the group format is temporary and aims to prepare participants for individual integration in the labor market, or via an Industrial Rehabilitation Group in which the group stays together permanently. Working as a group in a regular factory allows employees to adapt to the job market in a tailored way, allowing them to discover their abilities, improve their skills, meet demands while under pressure, practice working relationships with colleagues, and learn accepted norms of behavior in the job market.

Courses: The employment program offers a variety of training courses aimed at imparting essential skills for coping in the world of employment. The courses are taught in Hebrew and Arabic and combine theoretical material, frontal lectures, discussions, workshops, simulations, experience, guest lectures, and professional tours. Courses are offered at two levels: basic courses for imparting work habits and skills, vocational guidance, basic computer skills etc.; and professional courses that provide specific training in various fields, such as cooking, horticulture, office management, and graphic design.

Supported Employment: As part of the supported employment program, people with disabilities work in the free market in an employer-employee relationship and are paid using a pay slip with an adjusted salary monitored by the Ministry of Industry, Trade and Labor. The participant begins work in the free market undergoes a period of initiation, in which he attains work habits and discipline, allowing him independence in the workplace and the ability to independently travel to work and return on his own. At the end of the initiation period, the participant is accompanied by a counselor from the supported employment program, who arrives weekly or whenever necessary, in coordination with the workplace. Participants work in areas such as public services, commerce, government and municipal authorities, retail, and education.

Marketing and Sales: SHEKEL markets products produced in its sheltered factories while developing its own marketing methods. Products include candles, soaps, sewing products, nursery products, and others. The marketing system also locates and recruits new clients for the sheltered employment program who are interested in outsourcing packaging and assembly tasks. SHEKEL's gift shop, "Gifts to Love", publicly displays SHEKEL's activities in general and its employment activities in particular. The store is physically located in Jerusalem. It conducts sales online via its website, and at special events around the country. The store itself also serves as a venue for employment and vocational training. Three employees work at the store- attending the register, arranging



merchandise, providing customer service, distributing flyers, taking phone messages, and ordering inventory from the factories. The store is a source of pride for participants in the factories, as this is where they sell their labor.

The regional managers will provide details below on each employment program in their area.

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 wider community while ensuring high quality of life and social integration. SHEKEL's Culture and Leisure Unit constantly balances between the need people with disabilities have to engage in activities and meet with their peers, and the need to integrate into normative community recreation with people outside their peer group. The department's goals are to promote and develop the person's abilities as he chooses, and empower him by focusing on his strengths. The programs not only enrich his skills but also strengthen his independence in the community in developing his social skills and expanding his circle of friends.

The department's outlook is based on the understanding that every person has the right to participate in enrichment, cultural, and leisure activities of his choice. The world's wide array of leisure activities allow for almost endless progress and empowerment. The department emphasizes the following aspects in its activities: respecting the each individual's capabilities and interests, providing a sense of self-fulfillment, fully adapting activities to various disabilities while understanding the differences between them, providing enrichment and advancement through activities including learning how to best deal with the physical, intellectual, or emotional disability at hand. Leisure and Culture Activity details are listed below in the Nationwide Activity section.

Children and Youth in Special Education

SHEKEL's vision for children and youth with disabilities is to provide quality therapeutic solutions and relief activities for children with disabilities who live in the community with their families.

The Extended School Day Program for Children and Youth extends the child's school day, and aims to provide them with enrichment, relief, nourishment, and physical treatment. The programs' goals are to ease the burden on families by allowing them to raise their children with severe disabilities at home without



requiring an outpatient arrangement at their young age. The program also enables parents to continue working without the need to shorten their workday, easing the family's prosperity. In this way, the program greatly assists inclusion for children with disabilities in the community. SHEKEL has been operating extended school day programs in special education schools and kindergartens since 1992.

Details of the Special Education Programs are listed below in the Nationwide Activity section.

The Israel Center for Accessibility

The Israel Center for Accessibility was founded towards the end of 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. The center has contributed greatly to increasing accessibility awareness, promoting accessibility in hundreds of projects throughout the country, and in making public transportation accessible. The center currently markets its professional advisory services to a variety of bodies, while developing expertise in several areas, including public transportation, institutions of higher education, access to services for people with disabilities, and building master plans for accessibility for municipalities. Details of the Israeli Center for Accessibility's activity is available in the Nationwide Activity section.

Therapeutic Centers

SHEKEL's Therapeutic Centers provide emotional therapy services for children, adolescents, and adults with disabilities (autism, intellectual development, rehabilitational, and mental disabilities). The Center's Units include the following: Emotional Therapy, Social Sex Education, Treatment of Victims, and Treatment of Inappropriate and Abusive Sexual Behavior. The Center provides treatment services for individuals and couples, in groups and seminars, as well as parental instruction and caregiver staff training. Services are adapted to the type of disability and the cultural and religious background of the applicant in both the Jewish and Arab sectors. The Center's services are recognized by the Ministry of Welfare, the Disability Administration, and the Adult Probation Service, and is completely accessible. The purpose of the Centers is to give the person the best possible care, suitable to his needs and condition, while aware of his social environment. Details of the Therapeutic Centers' activities are listed in the Nationwide Activity section.



Nationwide Activity

The Israel Center
for Accessibility

Dr. Avi Ramot

Special Education

Sally Magsimof

Therapeutic Centers

Aya Roth

Leisure, Culture
and Enrichment

Ariel Nevo & Ada Oz



President Rivlin at the Hadvir Hachadash



The Therapeutic Garden



The Israel Center for Accessibility

The Israel Center for Accessibility was founded in 1998 in order to advance professional proficiency in the field of accessibility, improve the process of accessibility provision for institutions through planning and implementation, and directly 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 approval 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 2019

The Center continued its ongoing consultations across Israel for multiple clients, including municipalities, government and healthcare institutions, public transportation, educational campuses, businesses and others. Accessibility examinations for receiving legal accessibility certification were conducted.

The twenty-third edition of SHEKEL's publication for accessibility professionals, "A Matter of Approach", was published on the topic of Accessibility Legislation. 1,700 copies were distributed as well as via the internet.

Forty lectures were given to 2,500 employees for 11 institutions at SHEKEL's Hearing-Impaired Center in Haifa, which has become an information and training center on matters of accessibility. The Center was also entrusted with operating an online information system for accessible tourism.



Work Plan for 2020

The Center will continue to provide consultations while developing the new field of accessible tourism, with an emphasis on accessible tourist information. Consultations will expand to include municipalities in Israel's peripheries.

The Center will continue working with the Transportation Ministry in advancing accessibility in all aspects and mediums of public transportation, including accessible infrastructure for the new light-rail lines and trams. Transportation will remain a key focus for the Center.

The Center will also work to improve accessibility for people with sensory disabilities and participate in recent plans for the Open Museum Project; plan an Israel conference on accessibility in Jerusalem's Old City; provide approximately 20 consultations for 1,600 employees; operate the Tourist Information System; and manage consultations across Israel via the Center for the Hearing Impaired in Haifa.



Special Education

SHEKEL has been operating extended school day programs in Jerusalem's special education schools since 1992. In 2019, SHEKEL implemented its afternoon programs in eight special education schools- five of them in Jerusalem, one school in Petach Tikva, and two schools in Bat Yam. Five of the schools are under the auspices of the Welfare Ministry's Dept. for Intellectual Developmental Disabilities, while three are under the auspices of the Dept. for Rehabilitation.

The programs' goals are to ease the burden on families by allowing them to raise their children with severe disabilities near home, without the need to shorten the parents' workday or send their special-needs child to distant therapeutic frameworks that set them apart from society.

Each school program operates independently. The programs are designated for children in special education frameworks who are recognized as such by the Welfare Ministry's Dept. for Intellectual Developmental Disabilities and the Dept. for Rehabilitation. Staff includes 80 employees, including the following: program coordinators, art therapists, computer teachers, music therapists, gardening therapists, animal activity therapists, capoeira teachers, swimming instructors, a soccer team manager, and movement therapists. Also, SHEKEL's own staff includes teachers' assistants, a doctor, social workers, physical therapists, and occupational therapists. Each program has its own coordinator responsible for building programs together with the school principal and implementing them. The coordinator also serves as an intermediary between the program and SHEKEL.

SHEKEL also fundraises for the program in order to add advanced equipment and improve conditions. Below are details for each framework. The number of students in each school did not change over the past year, nor the activities implemented or the program's hourly schedule.

Activity in Special Education

Jerusalem

The Eddy Shore Preschool - has 44 students aged 3-7 with various degrees of intellectual development disability.

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. Besides extracurricular enrichment, Hettena students are bathed, receive a hot meal, snack time and dinner, paramedical therapies, and field trips.

The Hadvir Hachadash School - employs an anthroposophist method and has 29 students aged 6-21 with severe intellectual development disabilities.

The Abu Tor Hearing Impaired Center - has 70 children with various hearing impairments. The Center provides special activities such as speech therapy, communication therapy, capoeira, a soccer team for both boys and girls, and assistance in preparing homework. It also provides special programs involving the parents and is equipped with the most advanced technological apparatuses in order to make the program most accessible for the children.

The Kiach School for the Hearing Impaired - has 50 Jewish and Arab students, and provides a wide array of activities such as sports, art therapy, cooking, and computer instruction.

Petach Tikva

The Nofar Preschool - has 20 students aged 3-6 with various levels of delayed intellectual development. Description of this program appears in the Central Israel chapter.

Bat Yam

The Halmit Extended School - day program provides services for ten children from Bat Yam and the vicinity, aged 3-6, with intellectual development disabilities on all levels, as well as children with challenging behaviors, restlessness, ASD, cortical blindness, hearing impediments, and/or muscular dystrophy.

The HaShayetet Program - has 24 children aged 3-6 with delayed development or delayed verbal communication. The children have communication deficiencies but high functionality.

Activity in Other Schools

In 2019, we began a unique project together with the Shiur Acheir Organization, in which ninth and tenth graders from ordinary schools receive a series of ten enrichment classes familiarizing them with the world of people with disabilities, and then tour SHEKEL's headquarters and work together with SHEKEL's special-needs employees. Classes were given in two high schools and were geared to raise awareness and encourage future careers in therapy in this field. Lectures were delivered voluntarily by SHEKEL staff and special-needs employees. The project received warm praise from the participants who said it had changed their understanding and approach towards people with special needs.



Additional Activities in 2019

Other activities included the following: adding equipment, recruiting volunteers, and raising funds for the benefit of all students in each special education school, not just for the afternoon program, such as: continuing to equip the Hadvir Hachadash School with paramedical equipment; re-applying to the Jerusalem Municipality in order to continue the afternoon programs; applying to the Municipality in order to open new frameworks; collaborating and meeting with school parents; hosting foundations, welfare supervision officials, guests and donors; holding enrichment events for staff which included lectures, a resuscitation course and events strengthening staff teamwork; and running summer camps at the schools.



Work Plans for 2020

Continuation of the Shiur Acheir program; continued recruitment of rehabilitation equipment and volunteers in order to expand and improve activities such as marketing the program and holding meetings with parents; running a weekly program to develop life skills for adolescents on the autism spectrum; applying to the authorities in order to open a new center for another five years of activity in both existing rehabilitation frameworks as well as in new frameworks; submitting a request for new equipment at the Hettena and Eddy Shore special education preschools; and determining these equipment needs together with the school principals and professional staff (equipment will benefit all the schools' students and improve services); expanding activity beyond Jerusalem where SHEKEL's continuum of services are offered; expanding marketing and awareness efforts among the schools' parents about the afternoon program, the high quality of the enrichment activities, and the other follow-up services available; and providing assistance in raising external funding from donors and foundations.



Therapeutic Centers

SHEKEL's therapeutic centers provide professional emotional therapy, sexual therapy, and social-sex education for people with intellectual and sensory disabilities or autism.

The Toni Eliashar Therapeutic Center is located on Hebrew University's Haruv Children's Campus in Jerusalem, and provides services for children who have been molested or neglected. The Toni Eliashar Therapeutic Center is the only center on campus specializing in emotional therapy for children and adults with disabilities. **The Center for Treatment of Offenders** operates in a separate location and provides therapy for sex offenders.

The Southern Israel Treatment Center in Beersheva provides emotional therapy, sexual therapy, and social-sexual education for people with intellectual and/or sensory disabilities from Ashdod to Dimona, including communities around the Gaza Strip. As part of our efforts to make these crucial services available to residents of the periphery, SHEKEL established an additional branch in **Ashkelon** for residents of Ashkelon and its environs.

The Therapeutic Centers' Objectives

The Therapeutic Centers treat children, adolescents, and adults, with disabilities or autism, as recognized by the Social Welfare Ministry. The Centers provide treatment and services in the fields of social-sex education, therapy for victims of physical or sexual abuse, crisis, trauma, life transitions (such as aging or change of residence), and for special-needs offenders as well. The Centers treat all sectors of Israeli society (Jews, Arabs, secular, religious, and ultra-Orthodox), and the patient's family members and professional caregivers receive professional advice.

Patients are referred to the Therapeutic Centers via their social workers or the community through the Social Welfare Ministry's Disabilities Administration. Offenders are referred either by the Probation Service for Adults or the Disabilities Administration.

Therapy is given to individuals, couples, groups, and through seminars. Staff includes professional social workers, clinical criminologists, sex therapists, sex educators, family and marital counselors – all trained in the fields of trauma and disabilities.

Activity in 2019

In 2019, the Center in Jerusalem treated 287 individual patients. Approximately 600 others benefited from its programs, either having received guidance for parents or professionals, or by participating in the Center's seminars. During the year, we witnessed an increase of ten percent in referrals, most of whom from the Probation Service for Adults.



The Beersheva Therapeutic Center received approximately 150 referrals and held two staff seminars. This Center is gradually growing and we anticipate a further increase in referrals. We also noticed that many other frameworks referred people to the Therapeutic Center as well and that the Social Welfare Ministry in Southern Israel had become increasingly familiar with our services. This was thanks to events initiated by the Center in order to create professional discourse, such as a seminar we held in Southern Israel and a training course we initiated for professionals in Southern Israel on the topic of trauma treatment.

Treatments included short or long-term therapy. Services were provided through the following municipalities: Jerusalem, Beersheva, Kiryat Malachi, Ashdod, Ashkelon, Be'er Tovia, Beit Shemesh, Mevasseret Tzion, Gush Etzion, and Mateh Yehuda.

This year, we hired three staff members from the Haredi community in order to allow the Center to provide culturally appropriate therapy for this sector.

Staff received individual and group instruction from internal and external professionals.

Achievements in 2019

The Therapeutic Centers proved their great importance this year as well. They provided crucial guidance for patients, their families, and their professional caregiving staff. They significantly improved their lives in multiple ways, from helping patients to deal effectively with post-trauma, to developing healthy relationships. The Center's services made available in Southern Israel in 2018 proved to be vital as evident from the increased numbers of referrals.

Trauma -Informed Care Awareness - The Treatment Centers took the lead in building public trauma-informed awareness wherever therapeutic services are provided for people with disabilities. We introduced the topic of Trauma-Based Awareness at two conferences, conducted training seminars, and prepared an informative video on the subject.

"Trauma: Vulnerability Due To Disability" - In December we held a seminar at the Beersheva Treatment Center in collaboration with the Haruv Institute at Ben-Gurion University, to mark the Beersheva Therapeutic Center's first year of activity. Feedback was enthusiastic and signaled the strong need in Southern Israel for professional training, enrichment, and the development of tailored solutions on issues of prevention and sexuality. One participant wrote, "The seminar was amazing! I enjoyed it so much. It was interesting, enlightening, and done very professionally." (Written by an Afternoon Activity Director for Children and Youth with Disabilities in Netivot)

Other Achievements in 2019

- Increased services offered to individual patients (including seminars)
- The inclusion of two new therapists at the Center for treating sex offenders to



expand the scope of services provided, and three therapists from the Haredi community were added to the Therapeutic Center in Jerusalem.

- The Therapeutic Center in Jerusalem was included in the Health Ministry's Therapists Forum for Sexual Vulnerability among Adults, and the Center was listed in the Ministry's Services Information Booklet.
- As part of the H'aruv Institute's training, lectures for all professional rehabilitation employees in Jerusalem were provided, including a series on how to care for children with disabilities who were sexually abused. Another lecture was given to the supervisors of the independent housing programs in the Jerusalem area on working principles, vulnerability, and sex education. Two lectures were given by the Center's staff during an advanced training seminar for special investigators.
- The Center was introduced at a therapists' forum for treatment of sexual abuse in Jerusalem, and the Center was added to the forum due to its standing as a professional service provider.

Work Plan for 2020

One of our goals for 2020 is to strengthen the connection between the Therapeutic Center and SHEKEL's Expert Psychologists Unit in order to expand SHEKEL's therapeutic services, such as establishing a unit for diagnosing autism.

Jerusalem: Expansion of the Center's activity in the Jerusalem Region by marketing its services to Israel's public health service providers and locating a resource for subsidizing individuals' treatments; presenting the Centers' activity to Israel's public emotional health program directors in conjunction with the Health Ministry's Emotional Health Manager; arranging a full-day seminar introducing the Centers' activity to educational counselors on the subject of Trauma Treatment; advanced training provision in trauma-based CBT together with the Haruv Institute; providing a course for marital counseling for people on the autistic spectrum together with SHEKEL's Leisure Activity staff and Mrs. Yael Lehman, a senior educational counselor and expert in working with families who have children of the spectrum; embedding a new computer program for managing the Centers' therapy provision.

Southern Israel: Arranging daylong events exposing the Beersheva Center's activity to social workers in Southern Israel; and initiating a course for academia entitled "Social-Sex Education for People with Disabilities" in an academic institution in Israel's South.



Leisure, Culture and Enrichment

SHEKEL's Leisure, Culture and Enrichment Department runs hundreds of enrichment programs for people with disabilities across Israel, in order to improve their quality of life and self-fulfillment. The Department's objectives are to initiate and operate enrichment, educational, cultural, sports and leisure programs that advance people with disabilities, and help them fulfill their dreams. The Department's outlook envisions the need for society to become more inclusive and tolerant in which a disability can become an opportunity rather than a hurdle.



Units and Programs

College for All offers dozens of professional courses and seminars advancing cognitive and creative activities for 550 students in order to help them reach their full potential and realize equal opportunity. Courses include subjects such as: Languages and Literature, Computers and Technology, Media, Music, Arts and Life Skills. Some courses are provided in conjunction with institutions such as: The Hebrew University, The Bezalel Arts Academy, The Israel Museum and The Jerusalem Academy of Music and Dance.

Social Activity for All runs social clubs in order to promote social activity for 450 participants.



Health and Sports for All offers a variety of workout programs, sports and para-physical activities for 220 participants.

Culture for All promotes cultural activity for 410 people with disabilities and their participation in public cultural events.

Leisure for All coordinates group vacations and tiyulim in Israel and abroad, including special events for 850 people with special needs.

Relationships for All focuses on breaking the barriers of loneliness for 85 people with disabilities through seminars, singles events, and different relationship-building programs. These activities have led to dozens of successful relationships.

The Social Involvement Unit aims to promote voluntarism among people with disabilities within the community, and community voluntarism with people with disabilities. The program provides stipends through Friends of the IDF and the Impact organization in fields such as tutoring, teaching, and employment instruction, for dozens of beneficiaries. SHEKEL became one of 20 organizations nationwide in which Impact benefactors choose to volunteer.

The Alter Nativ - Dialogue through Art Program for community integration and inclusion at Bezalel, the Visual Theater, and Hadassah College in Jerusalem. Participants work in pairs and student scholarships are provided by the Jerusalem Foundation and other resources.

The Theater Program enables people with disabilities to engage in professional acting. Qualifying applicants are accepted to the program, held together with the prestigious Nissan Nativ Studio in Jaffa, and learn the basics of drama and play production.

The Universally Accessible Films Program has been operating for four years, making multiple films accessible to the public. Its films are sought by many organizations, such as educational institutions, community centers, and nursing homes.

The MAATZIM Program provides lectures and presentations in schools by people with disabilities.

These units and programs provide services for people dealing with emotional, intellectual, physical, and communicative disabilities (autism). Also, the Department's activities indirectly benefit participants' families, Living in the Community housing staff, community members in contact with the Department's activities, municipalities and government ministries, and many other institutions offering cultural and leisure activity to the public.





Purim Queens

Achievements in 2019

During 2019, 1,640 people participated in the Department's activities, including 350 residents in SHEKEL's Living in the Community program, 150 from other independent living programs, 900 from the wider community, and 240 participants from other programs. Thousands of hours of educational enrichment and leisure activity were provided, and participants participated in several Department activities. High standards for participants' progress and development were maintained. Cooperation with external agencies was preserved. Participants' level of satisfaction was monitored via questionnaires. On a scale from 1-10, the average level of satisfaction was 9, or 90%.

Great efforts were invested in recruiting volunteers and improving human resources. The number of national servicewomen increased and dozens of volunteers joined the Department's activities. The Department made new strides in providing nationwide services in Petach Tikva, Ramat Gan, Shoham, and Israel's South. Also, an informational booklet was published with details on the Department's programs, its Charter, expected rules of behavior, registration procedures, costs, contacts in the Department and their roles, and a vacations and events timeline. The booklet was made accessible to all populations and included pictures and illustrations.

We established a communications course in Petah Tikva in collaboration with the Duku-Petach Tikva Group and Media Communications. We developed a specialized technological program for the "Culture for All" program and



provided accessibility for its programs. A professional health coordinator was appointed who helped create a variety of health and sports programs as well as new collaborations with sports teams such as Beitar Nordia.

The Department's activities underwent an in-depth review by the Ministry of Health, which acknowledged the Department's high standards. A Safety Procedures instructor was appointed in order to promote safety issues. The Department developed its professional knowledge and significantly advanced its instructional methods in the field of professional training.

The "Israel Integrative Orchestra" was founded together with The Jerusalem's Academy for Music and Dance, combining dozens of musicians with and without disabilities. The project includes music lessons and social activities. Participating organizations in the project include PERACH, Impact, and the American Cultural Center.

The Alter Nativ - Dialogue through Art Program included 11 people with disabilities (7 from SHEKEL and 4 from the community), 8 students from Bezalel, 2 students from the Visual Theater School and one from Hadassah College. The teams worked once a week in the fields of drawing, painting, illustration, sculpture, ceramics, photography and more. Productions were presented at the end of the year (August 2019) at two exhibitions and Graduation Diplomas were distributed.

The Theater Program completed three years of training, produced a play: The Really Important Things, reaching audiences nationwide. In September 2019, the group staged three plays at Nissan Nativ's Gala Hall including a festive



Purim Party



premiere that elicited very warm reviews from the audience, and another performance at the Tzavta Club in Tel Aviv, for which it received praise at the Tel Aviv Fall Festival 2019.

Plans for 2020

In 2020, we will focus on the following: expanding operations and integrating services in Israel's central and southern regions; promoting and establishing a communication and leisure center for people with disabilities in Petah Tikva; investing and promoting the mental health field including vacations for participants, providing enrichment and leisure services in mental health hospitals, and increasing the number of service recipients by 20 percent; reaching a wider audience at SHEKEL's annual "Copyright" event, and promoting its content and budgetary capacity; producing a major community event in honor of Shekel's 40th anniversary and an exhibition to commemorate its activities; and upgrading publicity and equipment at the leisure activity center on 9 Ha'uman Street in Jerusalem.

Additional plans include the following: opening another class of ten participants at Nissan Nativ Acting Studio for participants with visual, hearing, physical or cognitive impairments as well as people with mental health disabilities and people on the autism spectrum for a shortened two-year training program; marketing and distribution of the first graduating class' Really Important Things play in collaboration with the National Theater for Children and Youth, which began to interest many clients around the country; increasing the number of Alter Nativ Program participants and expanding their knowledge; and adding three films to the accessible movie library (universal or cognitive) and translating films into Arabic.

SHEKEL's Sixth International Film Festival entitled "Creating Reality" is scheduled for May 2020, and preparations began in October 2019. The festive opening night will be dedicated to the memory of the late Mrs. Nechama Rivlin, a longtime friend of Shekel, who was the guest of honor at the Fifth Film Festival.



Regional Activity

Jerusalem Area

Zehavit Edelstein

Central Israel

Netanel Miller

Southern Israel
and Shfela

Dafi Liber



Riding a tricycle donated by Moto-ofan



Jerusalem Area

SHEKEL has been operating in Jerusalem since its founding in 1979. It houses SHEKEL's main activity center and provides a wide range of services for many people with disabilities and their families via housing, employment, and leisure programs.

The Living in the Community program in the Jerusalem area provides two solutions: sheltered housing for residents requiring comprehensive assistance, and supported housing for residents who can live independently. During 2019, two new apartments were opened in Jerusalem. The employment program is divided into a sheltered employment program, including a daycare center and an industrial rehabilitation work center, and a supported employment program, including groups of trainees and free market employees.

In 2019, the Jerusalem branch implemented extensive cultural and leisure activity. SHEKEL's Leisure Program provided a variety of services, including dozens of courses, clubs, cultural events discounts, day trips and vacations. In addition residents participated in leisure activities in the general community, such as films, concerts and museums. Most residents enjoyed at least one extended vacation this year, and three groups of residents went on a vacation overseas.

Living in the Community

Jerusalem's community living program operates 83 apartments (61 in sheltered housing and 22 in independent housing) for 259 tenants (234 in sheltered housing and 25 in independent housing). The apartments are divided into four categories: residents with developmental intellectual disabilities, residents with borderline intellectual disabilities, residents with high functioning autism, and independent housing.

The community living program aims to provide residents with a variety of solutions for different stages of their lives, enabling them to develop their skills, sense their own progress, and adapt to future changes. SHEKEL achieves these aims through the following models of sheltered community housing: group apartments of four to six roommates, apartments for couples, and apartments for singles. The level of guidance is customized to the individual. SHEKEL's community living program in Jerusalem also features unique apartments for people who use wheelchairs for mobility, who require nursing care yet are fully integrated into community life.



Geographically, the apartments are spread throughout Jerusalem with special attention given to the residents' lifestyle, cultural affiliation, and their location preferences. For example, young religious residents' apartments are situated near a young religious community, while residents from the Arab sector are located in an Arab neighborhood.

The housing program's professional team consists of social workers, psychiatrists, nurses, special education teachers, behavioral therapists, physical therapists, art therapists, and rehabilitative psychologists. There were 292 professionals working in the program in 2019, most of them instructors, as well as 25 volunteers from National Service programs, or from the general community including overseas volunteers. We find great importance in recruiting volunteers because they add social interaction to the residents' community life. SHEKEL's maintenance team is responsible for the day-to-day maintenance of the apartments.

Comprehensive treatment reviews for each resident was prepared according to a uniform structure. These reviews summarize last year's activities and set goals and activities for next year, documenting the full treatment process. These reports summarize each resident's situation in eleven areas: personal details, formal diagnosis, health, family relationships, interpersonal relationships, emotional-behavioral adjustment, basic academic skills, basic day-to-day skills ("Primary ADL"- Activities of Daily Living), advanced day-to-day skills ("Secondary ADL"), daily frameworks, training and employment details, and leisure activities. Each section also assesses risk management in that area. These reviews are a major tool in the housing program and much emphasis is placed on their preparation.

In line with SHEKEL's inclusive holistic outlook, the housing program highly values the resident's need for employment, and invests great effort in actualizing their full employment potential in the community, particularly in the free market. Almost all residents were integrated in some form of employment providing them wages. Thirty-one were employed in day care centers due to their nursing needs or to aging, six studied in academic and school frameworks. Only seven tenants were unemployed.

Employment

The Employment Program operates according to SHEKEL's rehabilitative employment continuum model. This continuum begins with SHEKEL's transitional program transitioning high school seniors into employment frameworks at SHEKEL's Day Center, and then continues on to the following



stages: employment programs in sheltered employment factories, enrichment courses and training, partially sheltered employment, supported employment, and finally independent employment in the free market. The Employment Program emphasizes personalized and proactive therapeutic employment roles for each employee in order to direct him or her to maximize occupational abilities and determine the ability to work in the free market. Therapists, including social workers, a behavioral analyst, art therapist, teachers and seminar directors, work together in building a personalized progress plan for each individual. As SHEKEL strongly believes in socially active lives for people with disabilities, employees are encouraged to avail themselves of SHEKEL's Leisure Program.

The Employment Program is divided into two administrative units: Sheltered and Day Center Employment, and Independent and Group Employment. Sheltered Employment is divided into three homogeneous organizational units based on the employee's level of functioning, each unit with its own professional coordinator: The Day Center for Elderly with Disabilities, The Enrichment Seminars Program, and The Multi-Disability Sheltered Employment Factory.

In order to diversify employees' activity, groups of employees are accompanied by a SHEKEL instructor for several hours of employment and scholastic activities at various locations within the wider community, such as at the Ein Yael National Park, the Tziporia Bird Sanctuary, and studies at David Yellin College.

This year, we continued to expand the Employment Program's continuum of services and its social and business collaborations. This has enabled wider community engagement, integration and work beyond SHEKEL's factories, while maintaining the sheltered environment and support the employees require. Emphasis was placed on diversifying employment options in order to maximize the possibility of finding employment according to each employee's interests.

In the Independent and Group Employment program, placements in the free market were filled by 98 employees, and another 23 via group employment in the free market- all coordinated by SHEKEL staff. A training program was administered for persons who were not in an occupational setting for any reason or were between jobs. This included bi-weekly meetings with a psychologist and an occupational counselor. Thanks to the program, many employees have reached independent employment.

Another program, SHEKEL's Transitional Training Program, enables special education high school seniors to gradually gain employment skills in order to



find work immediately following their senior year of high school.

A total of 287 people were employed through SHEKEL's employment programs in Jerusalem in 2019.

Like all other SHEKEL employment establishments, the Jerusalem employment program was reviewed this year by the Jerusalem Quality Management Test, and passed successfully. An ISO-9001 Quality Management Standard was obtained. Recommendations for improvements were given in order to prepare for next year's review.

Also, several advanced training seminars and activities were held for SHEKEL staff at various levels, and a week of assessments was held in August in preparation for next year.

Additional Activity

During December, a year-end event to summarize the year's activity was held for all Jerusalem Area employees. The event was conducted over a few days, first for field managers and subsequently for all activity coordinators, operational directors, housing program counselors, and National Service volunteers. We also prepared a plan for 2020 including goals and evaluation procedures.

Work Plans for 2020

Housing

Residents: Filling apartment vacancies at the rate of referrals from the Ministry of Welfare; writing a personalized plan for each resident in consultation with the resident and his or her family; writing an annual summary for each resident in December; implementing residents' leisure itineraries according to an annual activity schedule; running a vacation program for residents according to their preferences; filling out the "Risk Management" form for each resident and signing the resident or guardian; and renewing diagnoses according to the Developmental Intellectual Disability Procedure for residents with intellectual developmental disabilities.

Apartments: Opening additional apartments at the rate of referral; relocating apartment residents to new or renovated buildings; collaborating with the maintenance team to improve the appearance and maintenance of the apartments; and improving the appearance of residents' personal space within the apartments.

Creating and running a staff training program; building a program for implementing procedures at all management levels; and implementing a new model for program coordinators for each apartment category.



Organizational Plans: Applying for public resources for the housing program, such as for financing apartment renovations and equipment, purchasing wheelchairs, and special treatments; applying to the National Insurance Institute/Bituach Leumi to equip new apartments; transitioning completely to the Nativ software program and continued embedding of this program for managing treatment; and working jointly with other SHEKEL departments on the interface between employment, housing and leisure programs.



National Service Volunteer with an employee

Photo: Adena Levine

Employment

Business and Occupational Development: Developing business collaborations and opening up new social businesses, diversifying and bringing innovative, productive jobs to the sheltered employment program in order to increase the number of employees.

Therapies: Continued implementation of the Nativ software program; providing advanced training for employees in specific fields; and conducting preparatory assessment meetings.

Liaisons with Social Welfare Authorities: Maintaining ongoing contact and regular meetings with the administrators and social workers in order to advance beneficiaries' achievements. Assimilating tools and work plans in accordance with the Ministry of Welfare's guidelines.

Contact with Families and Housing Coordinators: Maintaining ongoing contact with residents' families and the housing program staff.



Employment for People on the Autism Spectrum: Building an organizational structure and combining employment centers in the Jerusalem area under one regional management.

Quality Management: Assimilating procedures and implementing recommendations of the ISO9001 Quality Management Standard Assessment.

Transitional Program: Contacting new schools and increasing the number of participants in the Transitional Program.

Sheltered Employment: Continuing to equip and renovate SHEKEL's Jerusalem Vocational Building's structure to better suit employment programs and employees' needs; expanding business relationships with an emphasis on developing production lines that meet free market standards; increasing sales; adjusting products to meet demands; lowering production costs; and streamlining labor in the employment programs.

Training Groups: Opening additional frameworks and expanding sustainability.

Independent Employment: Continued placement and instruction for employees while increasing the number of employees.



Central Israel

SHEKEL works in conjunction with local municipalities to provide solutions for citizens with disabilities. Petah Tikva is Israel's fifth-largest city and its population is constantly developing and expanding, and the number of people with disabilities accordingly.

During 2019, efforts were made to expand activities in Central Israel, by developing new services and increasing the number of participants in existing programs. Regional management underwent organizational changes. Activity in Petah Tikva, Ramat Gan, and Bat Yam were merged into one entity and a new regional manager took the place of two outgoing managers. It was also decided to terminate activity in Bat Yam, and activity there was transferred to other organization starting in September.

SHEKEL operates 11 housing and employment programs in Israel's Central Region for approximately 300 people with disabilities in Petah Tikva, Ramat Gan, Bnei Brak and Givatayim. Petah Tikva has seven employment units. Four are located in the Segula Building: The Nursing Care Day Center, The Rehabilitation Work Center, The Independent Employment Program, and the Multi-disability Factory. Three other units operate in other neighborhoods in Petah Tikva: the Sigalot Day Center for Elderly, the Kfar Ganim Center for People on the Autism Spectrum, and the Shiluvim Day Center. SHEKEL operates Sheltered Living in a building on Hibat Zion Street in Ramat Gan and in other apartments in the wider community, as well as via the Independent Living Program in Petah Tikva and Bnei Brak.

Vocational Centers

The Nursing Care Day Center

The Center provides services for 57 participants aged 21 and up with moderate, severe, or nursing-care level physical cognitive disabilities. The Center utilizes the widest possible range of therapeutic, employment-oriented, and extra-curricular activities (such as a Snoezelen Room, and a photography program) based on each participant's capabilities. Staff members gradually advance each participant's level of activity via an individualized program to help them reach their highest potential and improve their independence, dignity, and quality of life.

The Rehabilitation Work Center

The Center employs 29 participants with intellectual development disabilities in basic production tasks. The Center aims to advance participants' employment skills as much as possible in order to integrate them in the general work force in



the future. The Center provides familiarity in a wide range of employment training while inculcating work procedures and providing a safety net for participants who have difficulty finding work. Participants are compensated according to their output as well as their behavior in accordance with standard working procedures, such as persistence, human relations, and heeding instructions. Employees receive support from counselors, a social worker, and an occupational therapist whenever necessary. Efforts are currently being made to collaborate with the adjacent community center and nearby businesses in order to increase activity.

The Independent Employment Program

The Employment Program provides guidance for nine employees in the general workforce. Each employee receives assistance in finding and acclimating at his new job and throughout his role tenure there. The program seeks to enable people with disabilities the opportunity to join the general workforce while seeing to their work privileges, interests, strengths, and other needs vis-à-vis their employer.

The Multi-Disability Factory

The Factory employs 84 people, 20 more than last year. Employees include people with visual, physical, cognitive, and intellectual disabilities. The Factory aims to provide sheltered and gainful employment while advancing participants' personal and social skills. Participants perform packaging and assembly tasks on various levels of difficulty, for clients such as ADA Plastics, Silko, Temed Water Systems, Ro'i Chocolates, Noa Ya'il, and a cosmetics company. Over the last year, the Factory began a production line for filling and packaging cosmetics with the help of the National Insurance Institute/Bituach Leumi. These tasks include filling bottles by machine, sealing, operating a pasting machine for labels, quality control, and other packaging tasks. The Factory produced over 100,000 scent diffusers for the Decorado Home Fashion Company in 2019. Employees expressed great satisfaction and productivity from their work, and the customer expressed satisfaction with the products. Another primary customer, My Goodies, received high-quality chocolate boxes. The work involves folding and filling boxes, and final preparation of the package. The Factory runs according to ISO regulations, and receives professional guidance from an occupational therapist and SHEKEL's logistics manager. Ongoing contact is kept with the participant's family and caregivers.

The Sigalot Day Center for Elderly

Sigalot Day Center serves 13 people aged 50-70 with intellectual development disabilities. Most participants chose this sheltered employment program due to their age. The Center aims to preserve and improve cognitive, motoric, and social



skills. It develops a continuum of services for aging people with disabilities who seek to leave the other employment frameworks in order to develop additional talents as they grow older. Each participant has his or her own personalized itinerary in order to maximize progress. Activities include employment-oriented activity, art, music, movement therapy and gardening, and are implemented either individually or in a group setting. The Center strongly believes in working together with the participant's family and in maintaining a pleasant and dignified atmosphere.

The Kfar Ganim Center for People on the Autism Spectrum

Kfar Ganim Center serves ten adults with autism, aged 21 and up. It seeks to advance their life skills and talents, particularly communicative abilities and general knowledge. The Center implements individualized activity itineraries. Participants try a wide range of employment-oriented activities, and learn to choose which personal items to purchase with their salaries. In the framework of the Center's activity, participants run weekly errands and enjoy a walk in the park and a judo class (run by volunteers). The Center also features activities such as arts and music, as well as activities surrounding daily necessities such as how to set a table, prepare basic meals, and clean. Also, all participants improve their math, writing, and computer skills- each on his own level.

The Shiluvim Day Center

Shiluvim Day Center serves nine adults from the AMIT Youth Village in Petach Tikva with intellectual development disabilities who combine studies with light employment-oriented activities. The program aims to enrich the participants' level of studies according to their employment capacity. It aims to help participants become independent adults who learn, work, and actively take part in enrichment and leisure activity. Current employment includes preparing cement flowerpots, in which participants plant and cultivate seedlings from the Center's therapeutic garden. Studies and activities at Shiluvim include current events, nature, Judaism and values, mathematics, reading, writing, theater, choir, and dog training. New activities are added each year. Groups of volunteer youth and soldiers provide additional classes in arts, sports, and music.

Living in the Community

The House on Hibat Zion Street

The House on Hibat Zion Street is the first of its kind in Israel- an independent living framework for adults with Asperger's Syndrome. The House was founded in April 2018 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. The House



is nine stories high, seven of which house 19 tenants, each with an apartment that belongs to either them or their parents. Tenants are aged 30-45. The first floor has a joint living room and staff offices. The ninth floor and rooftop are where the kitchen and multi-purpose area are located for social activities like classes, group meetings, 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 on-site and available at all hours.

Sheltered Living

The Program currently operates in two apartments for seven residents with disabilities in Ramat Gan and Givatayim. One apartment is for male IDF soldiers in the Ofek Hadash program in Tel Aviv, the other for female residents. The Program seeks to advance residents' daily independent living in every realm in order to allow them maximum independence and a high quality of life, such as by promoting social interaction with roommates and the wider community. SHEKEL staff visits the apartments in the afternoon and helps guide residents in their daily activities, such as cooking, baking, cleanliness, laundry etc. Each resident has a personal activity program and each apartment has a set itinerary for routine activities. The Program requires every resident to strive as much as possible in his or her daily independent routine. An apartment meeting is held once every two weeks, and residents enjoy a shared outing once every month.

Supported Living

The program in Petach Tikva and Bnei Brak runs in conjunction with the JDC, government ministries, and the Ruderman Foundation. It provides people with potentially higher functioning capabilities and financial independence to live a completely independent way of life. Professional staff helps participants see to their needs in every realm of life, such as running a household, finding an apartment and roommates, organizing a daily schedule, joining social and leisure activities, financial planning, exercising their rights, using community services, and cultivating participants' independent frame of mind and sense of capability. The Program works with the participant when defining work objectives. The process of entering the program includes an intake meeting with the participant, close cooperation with the local authority where the participant lives, family members, and anyone else the participant requests to involve. Ongoing contact is maintained in order to connect to community resources, social security needs, and job opportunities, and to promote his integration in the community via social activity. Through joint discourse with the program coordinator, the participant sets goals and enjoys progress on his way to achieving independence. There are currently three people in the Bnei Brak Program and eleven in the Petach Tikva Program.



Special Education

The Nofar Preschool

The afternoon program at the Nofar Preschool in Petach Tikva provides an extended school day program for 14 children aged 3-6, most of them from Petach Tikva. There are three preschools in the building, all under one management. Two preschools have children with development disabilities, though they are completely mobile. The third is a nursing-care preschool in which the children use wheelchairs and require additional assistance. The Program aims to provide additional afternoon experiential, social, and communicative activities, while allowing their parents and families time to attend to their own needs prior to the child's return home and the undivided attention he or she requires. The Program includes naptime, meeting time, outdoor play, Gymboree, and mealtime. Educational topics include the seasons, holidays, and special events. The content is made accessible to the children using a variety of attractive methods, such as theater and puppet shows. Extracurricular programs change from year to year. Last year, children enjoyed activities that included working with clay and playing with animals.

Additional Activities

Additional activities included recruiting and integrating professional staff, creating a social work training group, providing guidance for National Servicewomen, inculcating ISO work procedures, marketing services, and embedding the Nativ computer system.



The Mayor of Petach Tikva at the Kfar Ganim Center

Photo: Hagai Shmueli



Work Plan for 2020

- Expanding the Nursing Care Day Center to include people with medium-level cognitive disabilities, and preparing a permanent educational curriculum
- Expanding the number of apartment residents and filling vacancies
- Reorganizing the Rehabilitation Work Center's groups in order to maximize participants' advancement and employment options
- Continued application of ISO procedures
- Expanding Sigalot to include 20 people, as well as its activities and volunteers, while integrating para-medical staff in the individualized schedules
- Expanding the number of participants in the Kfar Ganim Center's activities, and integrating para-medical staff therein
- Increasing the number of participants in the Supported Living Program and expanding its educational syllabus, while creating new collaborations in Petach Tikva
- Expanding the number of employees with autism and physical disabilities at the Multi-disability Factory, as well as its consumer company base and economic productivity
- Establishing groups of employees at social impact businesses and other workplaces
- Expanding the number of available jobs
- Continued planning for personalized progress schedules
- Development of the Leisure Program by expanding residents' exposure to the wider community
- Expanding the number of independent living apartments in additional cities in the Gush Dan Area and to filling vacancies
- Opening an afternoon program for Nofar's nursing-care preschool and providing advanced-training for staff
- Recruiting additional volunteers and increased marketing
- Continued staff training and integrating technology in therapeutic programs



Southern Israel and Shfela

Inclusion for people with disabilities in kibbutzim and community settlements has developed over the past few years, and SHEKEL has been at the forefront of this development. Apartments in kibbutzim and the town of Shoham are a nationwide example of this successful endeavor. Professionals and parents of people with disabilities often meet with SHEKEL staff in order to understand and learn SHEKEL's approach.

The inclusion program in kibbutzim and the Shfela actualizes SHEKEL's vision of full integration in the fields of employment, leisure, and housing. The management and membership of these communities note the great advantage this social project brings to their communities, particularly in that it brings daily interaction with people with disabilities, as they and their children meet people with disabilities at work, when strolling the kibbutz's walking trails, dining in the communal dining room, praying at the synagogue, participating in local cultural activity, and when hosted by kibbutz families.

The Southern Israel and Shfela Area's activity began in 2015 when the first apartment opened in Kibbutz Kvutzat Yavneh. Additional housing, employment, and leisure frameworks developed afterwards. By the end of 2019, the Area's activity included six apartments- two in Shoham, two in Kvutzat Yavneh, one in Masu'ot Yitzchak, and



The Open Space in Kfar Shmuel



one in Kibbutz Alumim (in the Gaza Perimeter) that opened in 2019. The program also has an employment center in Hevel Modi'in and a daycare center for people with low to moderate functioning at the Kfar Shmuel Open Space Horse Ranch.

Activity in 2019

Kibbutz Kvutzat Yavneh: located between the cities Gedera and Ashdod, has two SHEKEL apartments. The first one opened in 2015 with six residents. In 2016, another apartment opened for two additional residents. In 2018, another resident was added to the program. As of 2019, there are nine female residents with developmental intellectual disability at the kibbutz. Seven of them work on the kibbutz, while two other residents commute to a sheltered multi-disability factory in nearby Gedera. Residents enjoy a vast array of leisure activity, including sports activities by the Etgarim Organization, music lessons, horseback riding, and art. SHEKEL staff is responsible for residents' employment, leisure activity, running the apartments' daily routine, and maintaining contact with the parents. Staff includes a coordinator, social worker, counselors, and National Servicewomen. There are approximately 20 female volunteers from the kibbutz who provide extracurricular activities and individual guidance for the residents.

Masu'ot Yitzchak: The apartment in Masu'ot Yitzchak, a religious cooperative moshav near Kiryat Malachi, opened in April 2018 for six female residents with intellectual developmental disabilities. They work in the settlement's barn, the mini-market, and the Elbad Factory. Leisure activities include ceramics, music, cooking, and activity with the pre-military preparatory program. Staff includes a coordinator, social worker, guidance counselors, and National Servicewomen.

Kibbutz Alumim "Beit Kalanit": This apartment opened in September 2019 and has six female residents on the rehabilitative spectrum. They work on the kibbutz and lead independent lives.

Shoham: In 2018, two apartments for high-functioning individuals on the autism spectrum opened in Shoham. The apartment for men, called "Nurit", has six residents who work in the free market. The apartment for women, called "Mitzpeh", has three residents. They are all aged 23-30, and had chosen to leave their families' homes in Shoham in order to live independently while remaining nearby.

Mo'adonit "Yahad" is an afternoon program for children and adults with special needs in the Shoham Municipal Area. The program has approximately 20 participants and runs three times each week from 5pm to 8pm. Staff includes a coordinator, two counselors, and a social worker. Every day features a different activity, either music, art, or sports. Many volunteers from Shoham come to help at the Mo'adonit, which has become very popular among participants, the parents, and the wider Shoham Community.



The Open Space Farm in Kfar Shmuel is an employment-orientated program for adults on the autism spectrum with low to moderate functioning, located within a horse ranch. The program began in 2018 as a joint project between SHEKEL, the Open Space Farm, and the Gallup Organization, and currently has thirteen participants. The idea behind the program is to leverage the knowledge and resources available at the farm for the participants' maximum advancement. They tend to the horses and other animals, the garden, and the farm's maintenance. They also enjoy horseback riding lessons, a music class, and yoga. They are included as much as possible in hosting the farm's many visitors.

The Hevel Modi'in Employment Center is a sheltered employment factory. At the end of 2019, the Center had 35 employees, half of them from Hevel Modi'in, and the other half from Shoham, Lod, Gezer, and Be'er Yaakov. The factory is a multi-disability endeavor that caters to people with intellectual development disability, as well as people in the autistic, rehabilitative, and mental health categories. Most employees at the Center have mid-to-low functioning abilities, and two groups with high functioning capabilities have recently advanced to industrial rehabilitation employment programs. Basic and complex assignments are implemented at the Center, often requiring soft motoric skills and much concentration. Participants sort, assemble, and package items, or work in the organic agricultural nursery adjacent to the Center. This year, we expanded the variety of production tasks in order to advance higher capabilities among the heterogeneous group of employees, and we expanded our client base to include new customers such as Averbuch Vi'ad Sweets, which sees us as a stable and steady supplier. This year, we worked on strengthening and preparing a group of employees for work in the free market and added employees at the Rehabilitative Work Center. In addition to being both a sheltered factory and employment program, the Center also serves as a social activity outlet for most of the employees. We added much content to these extracurricular activities, including lectures about the holidays, life skills, scholastic enrichment, sex education, music lessons, sports activity, and yoga.

Work Plan for 2020

Continued discourse with kibbutzim and moshavim in order to open new apartments in the community and fully integrate residents in housing, employment, and leisure activities; perusing options for opening another apartment in Masu'ot Yitzchak; opening an apartment in Kibbutz Ein Tzurim (a religious kibbutz near the Gaza Perimeter. The kibbutz has already designated an apartment and has plans to renovate.); opening of apartments in the Modi'in and Shoham areas; continued building of the "Bayit La'hayim" Housing Project in Shoham for adults with disabilities (in collaboration with the Shoham Municipality for fundraising and construction plans); increasing the number of participants in Kfar Shmuel and locating additional employment frameworks in Southern Israel in light of the great demand among the parents for these programs.



Administration

Professional Development
and Training

Ayelet Fishbane

Resource Development
and Public Relations

Dr. Erez Eizrachi

Program Evaluation

Dr. Meir Hovav

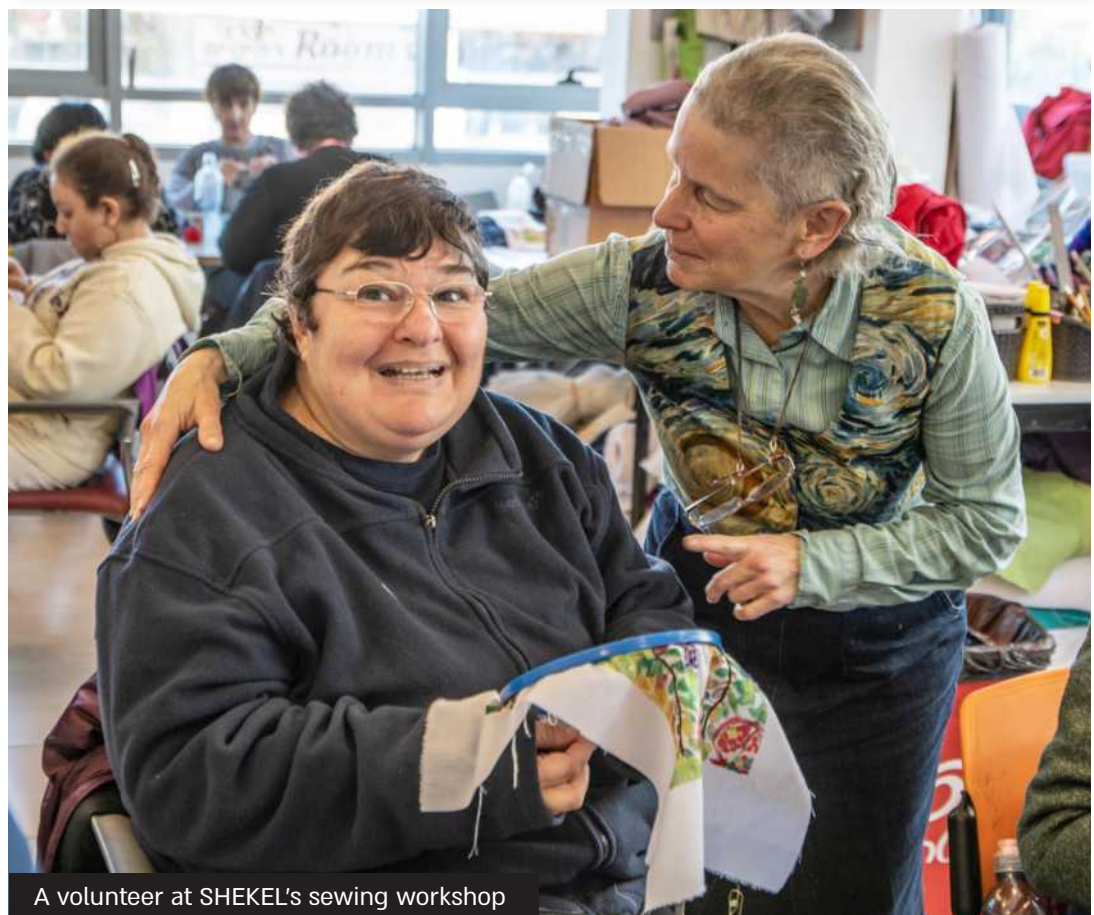
Volunteer Unit

Human Resources

Orly Mizrahi

Finance Department

Natali Gill Cohen



A volunteer at SHEKEL's sewing workshop

Photo: Adena Levine



Professional Development and Training

In 2018, SHEKEL appointed a Director of Professional Development and Training in order to manage the training, monitoring, and improvement of SHEKEL's professional services. This role was created as part of SHEKEL's new organizational structure in response to the Ministry of Welfare's re-organization, in which all departments dealing with people with disabilities were consolidated under one managerial entity. This new role was also created in order to inculcate new work procedures, to create uniformity in staff's activity implementation and terminology, and to develop activities ensuring SHEKEL's continuum of inclusion services for people with disabilities.

Activity in 2019

Development of New Therapeutic Frameworks and Solutions: SHEKEL opened a new daycare center for older people with intellectual disabilities in Petah Tikva, similar to the Daycare Center for Elderly with Disabilities in Jerusalem that opened in 2018; expanded the Day Center for People on the Autism Spectrum in Petah Tikva; opened an extended school day program in Shoham; opened an apartment in Kibbutz Alumim (located in the Gaza Perimeter) for female residents with disabilities; opened another apartment for female residents in Ramat Gan; continued development of a "Bayit La'Hayim" permanent housing complex for low-functioning residents in Shoham and in Kibbutz Kfar Gaza; and expanded apartments for independent living in Jerusalem, Bnei Brak, and Petah Tikva.

Professional Development and Standards: In December 2019, the standardization process for receiving ISO 9001 approval was completed in accordance with all requirements. The program managers and staff invested extensively to reach this important achievement.

Developing SHEKEL's Continuum of Employment Solutions: Advancing people's capabilities to allow their transition into industrial Rehabilitative Work Centers and supported employment groups, while adapting current programs to people who require a more diverse response than just a vocational outlet; sharing information with regional program administrators at conferences, seminars and professionals' meetings, on pressing topics such as the



following: Aging and Disability, Case Studies of People on the Autistic Spectrum, Alternative Methods of Communication, Criteria for Becoming a Certified Guidance Counselor, The Ministry of Social Welfare's Courses for Directors and Social Workers for inculcating the Welfare Ministry's reorganization and conformity with the International Classification of Functioning, Disability and Health (ICF) Model; meetings with heads of authorities, supervisors, and administrators from the Ministry of Welfare; assistance and advice to municipal authorities and parents' groups interested in operating housing and employment programs within the general community; meetings with entrepreneurs and parent groups to promote community solutions; and participation on admissions committees.

Answering RFPs for the following projects: Hamezion's new branch in Ramat Gan; equipment in Hevel Modi'in; the "Bayit La'hayim" permanent housing project in Shoham; the "Bayit La'hayim" permanent housing project in Kfar Gaza; purchasing a new apartment in Jerusalem; and a Cognitive Center in Petah Tikva. SHEKEL also submitted applications this year for the Keren Shalem Foundation's RFPs for funding special-needs services.

Tenders Submitted and Won: SHEKEL applied and won the Tender for Transitional Programs; The Yotzrim Atid Program for Young Adults in the Jerusalem and Central Israel Regions; Employment for People with High-Functioning Autism; and for profitable social impact industries and factories.

Tenders Submitted for Future Activity: SHEKEL applied for a sheltered employment center in Hevel Modi'in; the JDC's "Individual Response Package"; and for the JDC's tender for purchasing apartments.

Work Plans for 2020

Housing Development: Construction of an apartment in Kibbutz Ein Tzurim; opening four new apartments in Ramat Gan, including an apartment for people with disabilities in military service; opening another apartment in Shoham and two apartments in Petah Tikva; and continued development of "Beit La'Hayim" in both Shoham and Kibbutz Kfar Gaza.

Employment Development: Completing equipment needs at the Ramat Shlomo Daycare Center for People with Autism; opening a multi-disability center at Kibbutz Ramat Rachel; opening a multi-disability center in Tel Aviv; opening a multi-disability center at Kibbutz Hafetz Haim; opening a profitable social impact industry - "Doggies" - Dog Walking in Tel Aviv; expanded



employment via Hamezion's new branch in Ramat Gan and the 18 Plus High School Transitional Employment Program; implementing the Yotzrim Atid Program for Young Adults in the Jerusalem and Central Israel Regions; and expanding supported employment and training for high-functioning autistic people in Jerusalem.

Training, Monitoring and Supervision of Professional Activity: Implementing advanced training programs for SHEKEL professionals; planning and implementation of on-site training; advancing methods for composing participants' individualized progress schedules; preparation of plans and procedures in accordance with the Ministry of Social Welfare Administration's new guidelines; preparing curricula for staff according to specific study modules.

Initiating Research and Knowledge Development: Promoting research-based treatment; incorporating supporting research to better implement new services and strategies; developing instructional methods and databases by writing articles, arranging enrichment classes and reading material, and by conducting research and composing a thesis.

Other Activities: Implementing new services by winning new tenders, opening new branches of SHEKEL's services, and by expanding current activities; submitting applications for tenders and RFPs; developing closer relationships and collaborations with the Ministry of Welfare, local authorities, businesses, universities, colleges and others; participating in conferences, seminars and professionals' meetings in Israel and abroad; participating in organizing seminars for staff and external audiences; and assisting in raising funds and resources for upgrading SHEKEL programs and opening new programs.



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 awareness about SHEKEL by conveying a clear and uniform message about its pivotal role in Israeli society.



Running with SHEKEL in the Jerusalem Marathon

Photo: Hagai Shmueli

Activity in 2019

In 2019, we continued fundraising via the following channels: foundations, private and corporate donors, widespread internet fundraising campaigns, culture and sports events, and by turning to donors themselves to recruit additional donors and volunteers. We also assisted with SHEKEL's business collaborations, such as the Hamezion Vintage Chain, the Bein Hashurot Graphic Art Studio, and the SHEKEL Gift Shop.



Other activities in 2019 included donor cultivation, donor renewal, and creating new contacts; running the CRM donor details program and synchronization with the Salesforce and Priority databases; making philanthropic requests from foundations and corporate entities; follow-up of donations and data analysis regarding the source of donations; creating Crowd-funding internet campaigns; planning and implementing fundraising campaigns via parents of SHEKEL apartment residents and participants; touring with SHEKEL's department heads in order to locate needs and gather materials to update project portfolios for applying for funds, and for increasing publicity and marketing; honing internal organizational messages for branding and fundraising purposes, and making fundraising a collective endeavor; planning, implementing, and publicizing new apartment inauguration ceremonies as well as SHEKEL conferences or conferences in which SHEKEL took part; marketing and raising awareness; operating SHEKEL's website and upgrading the content therein; creating a user-friendly SHEKEL website for mobile phones; continuous updating of website content to maintain relevance for SHEKEL's target audiences; updating the SHEKEL Gift Shop's webpage; hosting groups of visitors and expanding SHEKEL's fan base; preparing and coordinating a seminar for directors regarding visits at SHEKEL's headquarters; assistance in recruiting employees and volunteers; assisting in preparing the 2018 Annual Report in Hebrew and a separate English-language report.

Fundraising Campaigns, Sales, and Public Awareness

We began several original campaigns for raising funds and product sales which included the following: direct mail; beer sales prior to the holidays with bottles featuring personalized labels; sales of a Passover Haggadah illustrated by SHEKEL employees in conjunction with the famous Koren Publishing House; a fundraising campaign with the Be'er Mish'alot platform to help people with disabilities find a spouse; participation with the Students Authority during "Yom Ma'asim Tovim/Good Deeds Day" activities; and a "Vote for SHEKEL" campaign on Israel's Election Day. We also intervened with U.S. authorities to help a SHEKEL resident enter the U.S. on a SHEKEL-organized vacation.

Central Events

During the year, we initiated and participated in cultural and sports events that raised awareness and funds for SHEKEL activities. We also participated in the planning, preparation, coordination and publication of SHEKEL seminars.

We held or participated in the the following events: a Bayit La'Hayim fundraiser in Shoham for building a spacious and beautiful special-needs residents complex;



Jerusalem Marathon participation together with SHEKEL residents, employees, and volunteers; new SHEKEL apartment and SHEKEL daycare center inauguration ceremonies; a "Copyright" event in memory of Gideon Drori z"l; a seminar in Kibbutz Kvutzat Yavneh about creating fully inclusive communities; publicity and assistance in SHEKEL's "Trauma: Vulnerability due to Disability" Conference at Ben Gurion University and preparation of an animated clip from SHEKEL's Toni Eliashar Treatment Center about trauma awareness; publicity and assistance in the premier showing of a SHEKEL play at Nissan Nativ Theater following nearly three years of preparation; participation in the gala premier showing the French film "Exceptionals", describing the lives of those completely dedicated to helping society's disadvantaged individuals; and presentation of SHEKEL's Plan for Emergencies at the Jewish Federation of North America's Emergency Preparation Conference.



Lihi Lapid won the Jerusalem Municipality Tzamid Award

Achievements

The aforementioned 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.

We competed and won the Jerusalem Municipality's Ot Tzamid Award for SHEKEL's President, Lihi Lapid, for her work in including people with disabilities in the community.

Prominent donations this year came from many gracious donors, including the following: Mr. Oded Eliashar (via the Jerusalem Foundation) for operating the



Toni Eliashar Therapeutic Center; the Weinberg Foundation for purchasing a new SHEKEL apartment together with the National Insurance Institute/Bituach Leumi; the Matanel Foundation for the Daycare Center for Elderly with Disabilities; an anonymous donor for the Hettena School for Children with Severe Disabilities; The Jewish Community Foundation of Greater Phoenix, for medical supervision at Hettena, the Hochstein Foundation for renovating SHEKEL apartments; the Zarrow Foundation for the Beersheva Therapeutic Center; the Cherna Moskowitz Foundation for the Vocational Rehabilitation Center; the American Center Jerusalem for SHEKEL's Israel Integrative Orchestra; and the Axel Springer Stiftung for their help in purchasing an elevator for SHEKEL's Hamezion Ramat Gan Branch.

The Moto Ofen Company donated specially adjusted tricycles for people with physical stability problems, and they were given to SHEKEL residents in kibbutzim and elsewhere for their leisure. The tricycles also contribute to their physique and overall high spirits.

The "Round-Up" credit card donations expanded to 711 monthly donations- an increase of 14 percent. Facebook activity expanded continuously, surpassing 11,000 fans and exposing routine activities to tens of thousands of weekly viewers. SHEKEL was mentioned dozens of times in national and local media outlets, as well as on television, as a series of televised articles about autism on the KAN News Network featured SHEKEL's extensive activity in this area.

Work Plan for 2020

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 in order to increase exposure and funds; participation in organizing SHEKEL's "Changing Reality" Film Festival; 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; increasing the number of donors in the "Round Up" program; developing a website for SHEKEL's Center for Accessibility's new Accessible Tourism Program; publication of the book Brian's Dream featuring a unique outlook on life by Mr. Brian Friedland, a SHEKEL resident and employee.



Program Evaluation

Activity in 2019

Activity included the following: preparation of the 2018 Annual Report; guidance for program directors; consultations regarding legal and work procedures during four days of orientation training for new employees; participation on the editorial board of the magazine "A Matter of Approach"; participation on the Committee for the Gideon Drori Prize for Outstanding Employees; providing a Committee Chairman for Petach Tikva Area activities; and guidance for SHEKEL apartment residents in the Ne'emanim Organization activity framework.



Awarding Gideon Drori Prize. Lihi Lapid, Yael Stark, Clara Feldman and Osnat Drori

Photo: Hagai Shmueli

Work Plan for 2020

Preparation of the 2019 Annual Report; updating work procedures; providing guidance for employees; editorial participation in "A Matter of Approach"; and providing a Selection Committee member for the Outstanding Employee Prize; delivering lectures during new employees' orientations; and providing continued guidance for SHEKEL residents in the Ne'emanim program.



Volunteer Unit

SHEKEL's volunteers comprise a significant part of the organization's operations. Volunteers are attracted to SHEKEL due to its values and professional standards.

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 2019

By the end of 2019, 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 yet registered as SHEKEL volunteers.

In 2019, there were 35 National Service men and women at SHEKEL, as well as 12 volunteers from abroad for periods of up to one year. In addition, there was a group of approximately 30 psychology and social work students, guided by SHEKEL professionals. Volunteers came from religious girls' high schools from Jerusalem and elsewhere, soldiers, policemen, and students from Israel and abroad. Many came for short term and one-time volunteer activity. During 2019, 25 individuals were referred to SHEKEL from the Probation Service for Adults for court-ordered community service. Each served 150 hours on average.

In addition, besides recruiting new volunteers, the Unit handled Residence Visas; completion of volunteering tenures and evaluation; conducted individual and group meetings with volunteers; operated a Hebrew Ulpan for Jerusalem volunteers; updated volunteers' details to the Jerusalem Municipality for purposes of insurance requirements; participated in conferences to familiarize National Service organizations with SHEKEL's activity; and initiated connections with youth organizations.

The Unit also initiated contact with the Impact organization, which offers discharged IDF soldiers community voluntarism in return for academic scholarships. SHEKEL was also authorized to operate volunteers in its various branches, and their activity was done through SHEKEL's Leisure Activity Dept. The Unit used a special computer program by the Social Welfare Ministry for volunteer management. The program provides online response for requesting



authorization for overseas volunteers, and helps process recommendation letters and manages a unified database of volunteers in Israel. The program allows volunteers in Israel various benefits that are updated periodically.

The Unit also held an annual meeting for overseas volunteers in which twelve SHEKEL staff participated. Concentrated tours of National Service participants were organized and interviews and placements were then implemented. SHEKEL continued its collaboration 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.



volunteer with an employee

Photo: Adena Levine

Work Plan for 2020

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; and networking with new overseas organizations from various countries in order to increase the number of volunteers. Recruiting overseas volunteers has its difficulties and therefore the Social Welfare Ministry initiates the connection with new organizations from many countries.



Human Resources

The Human Resources Unit is responsible for all SHEKEL staff with whom there is an employer-employee agreement. At the conclusion of 2019, there were 590 workers at SHEKEL (412 women and 178 men), 30 of them with special needs. Many freelancers, experts and professionals in various fields, are employed by SHEKEL without an employer-employee agreement.

The Unit is responsible for conducting initial interviews, administrative absorption of new employees and providing conditions therein, employee management, recreational activity for the benefit of the employees, and all organizational management activity such as general assemblies, Management Committee and Manpower Committee meetings, advanced training seminars, and salaries. The unit remains in contact with the Nonprofit Registrar and holds orientation days for new employees.

The Unit is also responsible for the following day-to-day functions: employee recruitment; participation in employee recruitment events at Hebrew University and the Discharged Soldiers' Assistance Unit; participation in accepting new employees; producing authorizations for employees; legal representation of employees; applying the Law for Preventing Sexual Harassment at the Workplace; and cessation of employees' tenure at

Activity in 2019

Two orientation days were conducted in which new employees became familiar with SHEKEL and its activities, and received information about employee's privileges etc. The purpose of these orientations is to enable the employee to become familiar with the gamut of SHEKEL's activities beyond the particular field in which he or she is associated. Also, professional lectures were provided including personal stories of SHEKEL participants and their parents in order to become acquainted with the viewpoint of the beneficiary.

The Unit participated in selecting The Gideon Drori Prize for Outstanding Employees. This committee meets several times during the year in preparation for distributing the prize. As every year, it was awarded to four outstanding SHEKEL workers and one outstanding staff team during the "Copywrite Event", in which members of SHEKEL's Film Production crew showed films.

The Unit was responsible for attaining SHEKEL's Proper Management Certification, which involved submitting annual financial statements and other certifications to the Registrar Authority.



Other activities included the following: embedding use of the Synel Harmony Salary Computer Program, as recommended by the organization's Internal Auditor, in order to provide a proper response to the large number of employees; embedding use of an attendance app for all SHEKEL employees working off-site; gifts for the holidays were distributed to SHEKEL workers before Rosh Hashanah and Passover, as well as an automated gift distributor on the employee's birthday; Living in the Community employee assessments were held; renewal of working procedures among the Living in the Community staff, upon which employees signed; organization of special activities for approximately 80 female employees during International Women's Day; and cessation of employment for employees in Bat Yam due to the organization's decision to conclude operations there.

Work Plan for 2020

Completing the transition to the new salary program; updating the attendance program; holding two to three orientation days for new employees 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 employee tours of SHEKEL's activities and sister organizations; and producing brief promotional films on social media in order to recruit new employees.



Finance Department

The Finance Department's responsibilities 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 2019

In 2019, the Department continued to define roles in accordance with SHEKEL's needs. At the year's onset, the Department transitioned from the "Kav" computer program to the more advanced "Priority" computer program—a leading system providing a holistic response for all financial and inventory needs. Also, in order to improve the interface between finances and overseeing consumer management, the "Priority" and "Nativ" computerized programs were combined. This enabled management of SHEKEL participants' activity, anticipated payment from the Social Welfare Ministry, and segmentation of payment detail. In addition, over the year we transitioned from the "Meirav" Salary Program to the "Harmony" Salary Program.

Additional activity included embedding the "Priority" financial computer program into the work routine; building a financial model for SHEKEL's Accessibility Department; applying a new organizational model including work procedures and auditing; implementing the Internal Audit Committee's salary guidelines; and preparation of the 2018 Financial Statements.

Work Plan for 2020

Embedding the "Harmony" computerized salary program; embedding the "Priority" computer program for SHEKEL's Logistics Dept.; preparing a budget as an implementation tool for SHEKEL's department directors; and preparing Financial Statements for 2019.

