



The Nazareth Trust – EMMS Nazareth

# STRATEGIC PLAN 2020-2025





“**THE SPIRIT OF THE LORD IS ON ME,  
BECAUSE HE HAS ANOINTED ME  
TO PROCLAIM GOOD NEWS TO THE POOR.  
HE HAS SENT ME TO PROCLAIM  
FREEDOM FOR THE PRISONERS  
AND RECOVERY OF SIGHT FOR THE BLIND,  
TO SET THE OPPRESSED FREE,  
TO PROCLAIM THE YEAR OF THE LORD’S FAVOR.**”

LUKE 4: 18

## Introduction

With a history dating back to 1841 the Nazareth Trust is the 21st-Century expression of a Scottish Christian charity originally established to support the work of international medical missions. The founding, in 1861, of the Nazareth Hospital, the oldest hospital in present-day Israel, was a direct result of that ambition, and for over 150 years the Trust has been responsible for the ongoing work of the hospital, and the associated ministries that have been developed in the intervening years. In all its work, and its planning for the future, the Nazareth Trust, the largest Christian ministry in the Holy Land, finds inspiration and direction in Jesus’ proclamation, made at the start of His ministry in the town where we now serve in His name.



# Our work

Since the beginning of work in 1861 the Trust has been committed to the provision of compassionate, high-quality clinical care through the work of the Nazareth Hospital. In 1924 that commitment also led to the establishment of the Nazareth School of Nursing. More recent years have seen a broadening of the Trust’s areas of service, which now incorporate four distinct ministries.



## Health Care

**Nazareth Hospital EMMS:** the main acute care and teaching hospital in the Nazareth area offering a wide range of medical, surgical, maternity and psychiatric care. The hospital is a non-government, private hospital, but integrated within the Israeli health system.



## Christian Service

**SERVE Nazareth:** providing residential short and longer term opportunities for individuals and groups to volunteer in various ways in the work of the Trust and other local Christian ministries.



## Education

**Nazareth Academic School of Nursing:** providing degree and diploma-level nursing programmes with a particular focus on the training needs of the local Palestinian Arab community.



## Biblical Proclamation

**Nazareth Village:** using archaeological remains and historically accurate reconstructions to illustrate the geographical and cultural setting of Jesus’ life and teaching.

# Context and scope of our work

Nazareth, often referred to as the “Arab capital of Israel”, is the largest city in the Northern District of Israel. In 2017 the city’s population stood at 76,551, with a further 240,000 in the surrounding villages. Its inhabitants are predominantly Arab citizens of Israel, of whom 69% are Muslim and 30.9% Christian.

The work of the Nazareth Trust has grown significantly since its foundation as a small clinic in Nazareth in 1861, when the population was estimated to be 4,500. Today, the Trust is the third-largest employer in Nazareth and, through its four areas of operation, has the potential for influence and reach into Arab communities throughout the region.

2018	TOTAL
Total number of employees	712
Nazareth Hospital number of patient visits	175,338
Nazareth Village international visitors	118,941
Nazareth Village local visitors	8,000
Nazareth Academic School of Nursing students	350
SERVE international volunteers	200

Christians currently make up just 2% of Israel’s adult population – they are a minority (Christian) within a minority (Arab). Nazareth has the largest Christian community in Israel – 30,000, out of a total Christian population in Israel of only 140,000. Although many denominations are nominally represented, the majority are affiliated with the Greek Catholic, Greek Orthodox and Roman Catholic churches.

The Nazareth Trust is an inclusive Christian charity, rooted in the Nazareth community, employing and working with people of all faiths.



Christian  
444 employees  
62%



Muslim  
238 employees  
33%



Jewish  
25 employees  
4%



Druze  
5 employees  
1%



“ That the communities in and around Nazareth, and all whom we serve, irrespective of their faith, tradition or background, will know the blessing, healing and favour of the Lord. ”



## Our purpose

We estimate that over 400,000 people visit Nazareth Trust operations each year – visitors from Nazareth, from Israel, and from the world-wide international community.

We recognise the diversity of all of our many visitors, and also our responsibility to each person as an individual, coming to us at a different stage in life, with a specific purpose, or a specific need.

We recognise our responsibility to our hospital patients and their families, that we must strive to provide the best possible care.

We recognise our responsibility to our nursing students, that we must provide the education and experience which equips them to succeed in the nursing profession.

We recognise our responsibility to our Nazareth Village visitors, that each would receive a fresh revelation of the teachings of Jesus. We recognise our responsibility to our volunteers, that, as they come to Nazareth from all over the world to serve, each would grow spiritually and return home with a fresh commitment to life-long Christian service.

We recognise our moral responsibility to our employees and their families, and to our many suppliers, that we run a financially viable organisation.

We recognise our responsibility to identify and then meet the needs of the community, as highlighted by our recent development of the Stroke Unit, Fertility Clinic, and the continuing operation of the Psychiatric Department.

And we recognise our responsibility as a Christian organisation in the heart of Nazareth, to be a support and encouragement to local believers, and to continue to be a light in the city.

Our continuing responsibilities to so many people urges us to develop and expand our high-quality services appropriate to their needs – at the hospital, to develop our facilities to be fit-for-purpose, and to recruit suitable medical staff; at the School of Nursing, to expand the campus building and to develop a broader educational offer; at the Nazareth Village, to improve the visitor experience through the development of a new Discovery Centre, and through disability accessibility; and at SERVE, to develop the breadth of volunteering opportunities.

But our core purpose is not about our size, our diversity, our operations, or our buildings and facilities. Our core purpose has not changed since our foundation in 1861. Our core purpose is to bear faithful witness to the Christian message of healing and forgiveness, hope and peace, to every person who visits, works or volunteers for us, and to the community in which we operate. Due to the diversity, size and global reach of the Nazareth Trust, positioned in a strategic part of the world, in the midst of today's troubled times, we have the potential to make a lasting impact. This is our core purpose, underpinning all that we do.



# Strategic Focus

Our focus will remain in the core areas which have defined our past reputation:



## Healthcare

We will continue to develop the Nazareth Hospital’s quality of health care for our patients and their families, modernise our facilities and expand our capacity.

We will enhance our reputation as the major trauma and acute care hospital in Nazareth, in line with the Israeli Ministry of Health strategy for the region.

We will strive for the highest international standards and to become a hospital of choice, not only for patients, but also for physicians, nurses and other healthcare professionals.

Having made substantial improvements in clinical quality over recent years, we will now have a particular focus on developing Research and Academia. We will enhance the hospital’s role as a teaching hospital, and create a Medical Research and Innovation Centre.

We will continue to promote the hospital and lobby at senior levels within the Israeli Government, MKs, Sick Funds and partner organisations, to ensure that the hospital receives its rightful allocation of funding.

We will seek to influence the health of the community through local education and health initiatives.



## Education

We will empower our young people through an expanded provision of courses related to health care and explore complementary educational provision and leadership programmes for young people, where there is a clear lack.

We will consolidate and expand the Nazareth Academic School of Nursing BA programme.

We will increase our scholarship programme to attract students and potential future leaders.

We will expand our teaching campus to accommodate the growing numbers of students, and to create a new Nazareth Centre for Education and Leadership.



## Biblical Proclamation

We will improve the Nazareth Village visitor facilities, through the development of a new Discovery Centre and improve accessibility for the disabled, consolidating our position as a major tourist attraction in Israel while also providing an improved resource for the local community and other Christian ministries in Israel.

We will broaden the tour to include new stations so as to accommodate increasing numbers of visitors.

We will develop innovative ways to explain and illustrate the teachings of Jesus using archaeologically and historically accurate portrayals of rural life in New Testament times.



## Christian Service

We will substantially increase the numbers of SERVE volunteers, through the development of key international partnerships, so as to enhance our work and our Christian presence in all areas of the organisation.

We will proactively support and encourage local Christian ministries by attracting international Christian volunteers to serve alongside them and, in so doing, be a uniting influence across the Christian traditions in Nazareth.



## Identified Need

In keeping with our founding ethos, where we identify a need in the community which is within our area of competence and where we have the capacity, we will look to meet that need.

“ Therefore, a key focus over the coming years is to develop, modernise, and expand our facilities

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## Strategic Goals

We recognise that for us to be able to continue to our ministry in Nazareth, we must constantly seek to improve the quality of our work. In particular, if we do not have buildings that meet modern-day standards, the numbers of visitors will fall, we will find it more challenging to attract the quality of staff and volunteers we need, and we will have no ministry. Therefore, a key focus over the coming years is to develop, modernise, and expand our facilities – capital development proposals are highlighted in our Masterplan document.

In addition, we have identified a number of Strategic Goals – goals which have cross-cutting themes across all our work, and which we must achieve in order to deliver on our core purpose, whilst enhancing and securing our ministry for the years to come.



# Our Startegic Goals

## Christian Presence

Our organisation is diverse, with many different groups of people with different faiths and needs, and we recognise and respect this diversity. However, for many, there is a willingness to receive Christian prayer and support whilst visiting the Nazareth Trust. Therefore, we will seek to have a Christian presence in all parts of the organisation, so that visitors, staff and volunteers will have access to spiritual support and prayer and have the opportunity to explore the Christian faith if desired.

In practice, this means an offer of prayer to patients when visiting the Emergency Rooms, or to patients in Intensive Care, or pre/post operation. It means offer of prayer and support for bereaved families and friends of patients. It means prayer for our staff when facing personal crisis. It means holding events where the teachings of Jesus are explored and explained.

To achieve this, we will re-launch our cross-denominational Chaplaincy programme, a partnership between local and international volunteer Christian chaplains, with the aim of ensuring 24/7 Christian presence within all areas of the organisation, and in particular where there is greatest need for emotional and spiritual support. We will aim to bear faithful witness to the Christian message of healing and forgiveness, hope and peace, to every person who visits, works or volunteers for us, and to the community in which we operate.

## Promotion

We have a 'mission field' of over 400,000 people, and yet we are relatively unknown outside Nazareth. We recognise that we cannot achieve our core purpose without the assistance of the world-wide Christian community, in partner-ship with local Christian churches and believers.

Therefore, we will embark on a major promotion to raise awareness of the work of the Nazareth Trust, within the international medical, church and Christian mission communities, and locally within the churches of Northern Israel, with the aim of securing prayer, financial and practical support for our ministry.

## Financing

Whilst our income covers our expenditure, the costs of major capital development need to be financed elsewhere. Many of our buildings and facilities are in urgent need of modernisation and expansion. A Masterplan vision of where we need to be is estimated to cost in excess of \$150m, and we need to have made considerable progress against this target by 2025.

Therefore, we will increase our fundraising capacity, specifically in the US and Far East, targeting the support of major churches and HNW individuals from the international Christian communities and the Arab Israeli diaspora.

We will recruit a number of Patrons to promote and support the Nazareth Trust and our fundraising efforts. We will aim to enhance our unrestricted income through commercial partnerships, whether this is through commercial activity which utilises our spare capacity, or through commercial investments and loans.

## Leadership

The Nazareth Trust has grown significantly over recent years, in size and impact, increasing further the demands and pressures on our leadership. For us to be able to achieve our goals, we recognise that we need to build additional leadership capacity, and to provide a framework of spiritual discipleship, support and encouragement for our leaders.

We will therefore review our local leadership structure with the aim of building capacity, freeing up senior Executives so as to facilitate PR, fundraising, networking and lobbying. We will seek to put in place a succession planning strategy for senior Executives. We will look to devolve more autonomy to senior Executives at a local level.

As we strive for professional excellence, following good organisational development practice, we also believe that leadership and any change process involves a spiritual dimension. We will therefore provide teaching, mentoring and prayer support for senior Executives.

# Our principles

This strategy document has set out how we will build on the legacy of the past 158 years of service in Nazareth, Jesus’ hometown. Our immediate goals are to expand our partnerships, modernise our buildings and facilities, and develop our leadership, whilst ensuring our core purpose as a Christian organisation is fulfilled. Below are our principles, our underpinning values which we nurture and share.

**Christian Identity** As a Christian organisation, we demonstrate our faith by how we interact with our visitors, our staff and volunteers, and the local community in which we live.

**Innovation** We are imaginative and creative and embrace the latest innovations to improve the work of the organisation at all levels.

**Impact** We know what the impact of our services is, and can articulate this. We know what it is that we do that makes the difference in our work.

**Leadership and Managing Ourselves** We provide inspirational leadership and management. We set out our mission and vision clearly so others will willingly follow, we live our values and standards as role models and we are open and trusting in listening to those we lead.

**Reliability and Integrity** We will be known as an employer of choice and a good customer. Our staff know they can trust our consistency: our partners are confident we deliver on promises; and our customers are secure in our care.

**Excellence** We will accept only the best from ourselves and will be relentless in the pursuit of continuous improvement in our performance across all aspects of the organisation, whilst serving the needs of today. We will celebrate and encourage the contributions of others.

**Relationships** We believe that it is the trusting relationships that we build with each other and with each visitor which lie at the heart of our ability to make a difference.

**Compassion** We welcome the uniqueness and honour the dignity of every person, and reach out to those in need. We nurture the spiritual, physical and emotional well being of one another and those we serve. We embrace those who are suffering.

**Practicing Hospitality** We welcome all in a warm, friendly and generous way. As a Christian organisation, we demonstrate His love and com-passion to those we know and those we don’t.

**Managing our resources** We make the best use of our resources, are financially and commercially aware.

# THE NAZARETH TRUST STATEMENT OF FAITH

We believe in the one living God, the Creator of heaven and earth, revealed in three persons: Father, Son, and Holy Spirit.

We believe in Jesus Christ, the Word become flesh, fully God and fully human, who died for us and was raised from the dead and ascended into heaven. Christ’s return will complete God’s redemptive mission.

We believe in the Holy Spirit, God’s presence with us, who leads us to grow in faith.

We believe that the Bible is the divinely inspired authority for life and faith.

We believe that humans were created in the image of God. Because humans have sinned from the beginning, they are separated from God and stand in need of redemption. Salvation comes by grace through faith in Jesus Christ.

We believe that the church is the gathered community of believers, serving as the body of Christ in the world.





[www.nazarethtrust.org](http://www.nazarethtrust.org)



The Nazareth Trust is the operating name of EMMS Nazareth.

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