

Report to the community 2018



Reaching for
Higher Ground



HERITAGE
CHRISTIAN SERVICES



*“...lead me
to the rock
that is
higher than I.”*

Psalm 61:2

Reaching for *Higher Ground*

Welcome...



We've all seen the iconic pictures of people who have reached the top of mountains. They stand, arms outstretched with the world at their feet.

This is the very symbol of accomplishment and perspective.

But sometimes we forget that *the climb to higher ground* is what gives us a higher perspective.

We've been climbing together for close to 35 years here at Heritage Christian, and we've often had to find our own way up the mountain. We're facing challenges like making sure people with intellectual and developmental disabilities have equal access to housing, healthcare and meaningful friendships and careers. We're also working around hazards that threatened our industry, like convincing lawmakers that direct support staff deserve a living wage commensurate with the skilled care they provide. And each time we pull together and adapt, we grow in strength and in wisdom.

We may not be at the peak yet, but together we're making progress. Everyone - the children who attend our child care centers, the families who need support with their health, people in Guatemala who need homes of their own and older adults who want an option besides full-time nursing care - deserves the higher ground of dignity and compassion.

Marisa Geitner

Marisa Geitner
President & C.E.O.



Our Agency

Heritage Christian serves thousands of people throughout the greater Rochester and Buffalo areas by working to ensure that everyone - including people with disabilities and children - feels valued and respected and has opportunities to do what matters most to them in life.

To make that possible, HCS offers residential support, respite, day and community habilitation, brokering and Fiscal Intermediary services and employment supports. In addition, it provides child care services. For the last 16 years the agency has received a Compass designation by the Office for People With Developmental Disabilities for being one of New York state's top service providers. It also earned national accreditation from the Council on Quality and Leadership for Person Centered Excellence.

Our Mission

To provide a living and working environment that reflects the love of Christ in action; support and respect for each individual's gifts, strengths and needs; opportunity to mature, learn and grow; a life of dignity, worth and expression to which all are entitled as God's created children. **This is their rightful HERITAGE.**

Executive Team

Marisa Geitner
President and C.E.O.

Drew Bielemeier
Senior VP of Operations

Anna Mulcahy
Senior VP of Finance

Mark Zawacki
Executive Director of HCS Foundation
& VP of Advancement

Charles Collard
Regional VP - Western NY

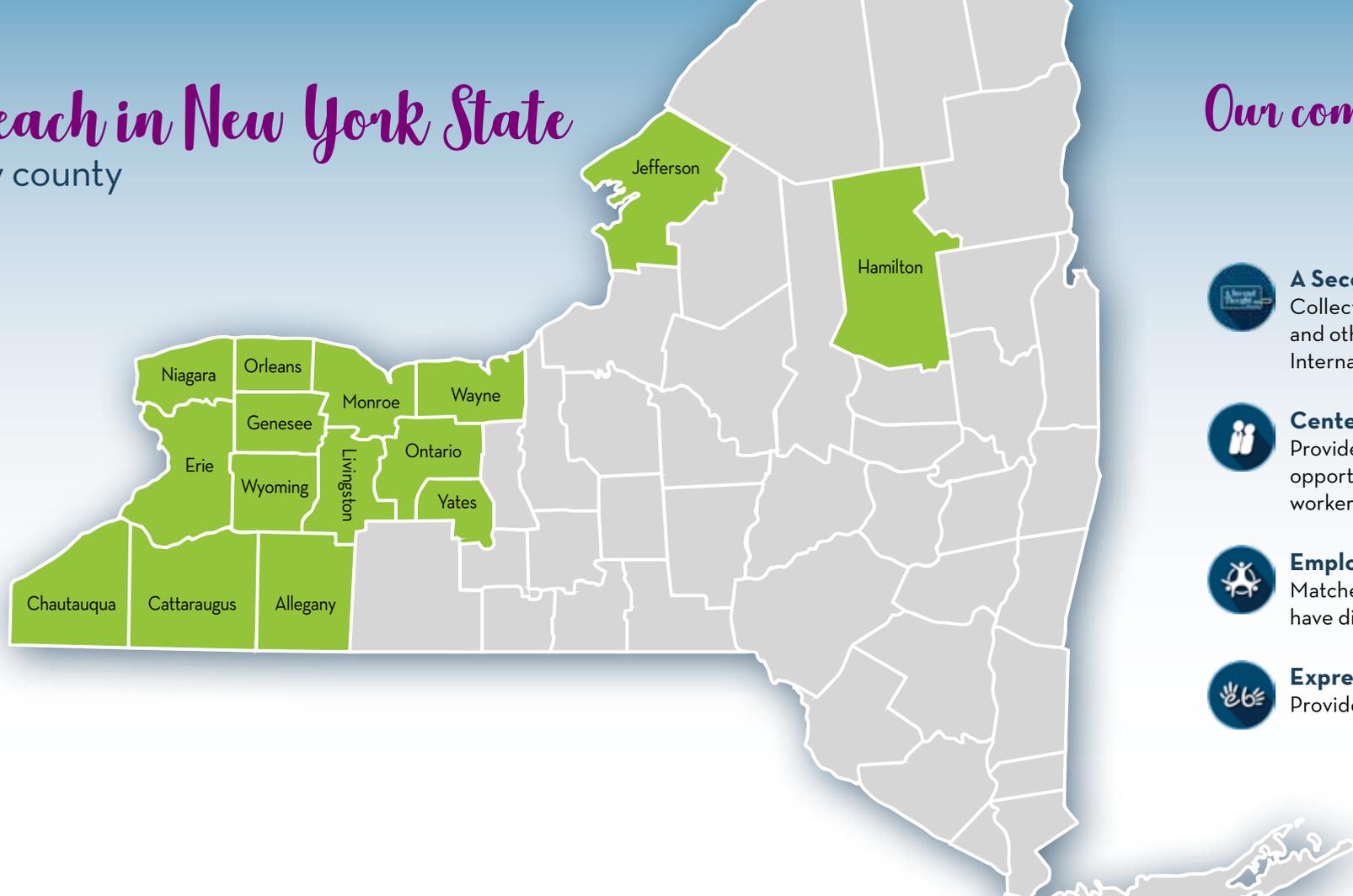
David Desmond
Regional VP - Finger Lakes

Joan Parker
Associate VP of Education and Employment

Michelle Labossiere-Hall
Associate VP of Customized Services

Our reach in New York State

by county



Our community impact programs reach more than 23,000 people a year:



A Second Thought Resale Shop:

Collects and sells donations of clothing, furniture and other household items. Proceeds benefit International Ministries



Center for Human Services Education:

Provides education and professional development opportunities to thousands of human services workers throughout New York State



Employment Alliance:

Matches employers with talented workers who have disabilities



Expressive Beginnings Child Care:

Provides top-notch care for working families



Heritage Christian Stables:

Provides therapeutic riding and horsemanship opportunities for children and adults



International Ministries:

Brings care and friendship to people in Guatemala



Pieters Family Life Center:

Offers health and wellness services for the community



Springdale Farm:

Educates thousands of families each year about the importance of agriculture

Alicia's story

When Alicia Lenahan first moved into her home supported by Heritage Christian, she regularly dealt with anxiety. She was anxious about being on time. About waiting in line. About groups of people. Anxious about a lot of things – and that anxiety made it difficult for Alicia to have the kind of life she wanted.

“I love other people,” said Alicia, whose dream job would be to serve others in a nursing home or hospital.

So, she started taking steps to change things for the better.

She moved to a home with fewer roommates, and she developed her own plan for coping. Sometimes she colors a mandala or takes a walk along Lake Ontario. Other times she reads scriptures that sooth her.

And it is helping. *She is climbing to high ground.*

Now, she attends a day program where she's learning job skills and volunteering every day. One of those volunteer jobs is at a nursing home where Alicia helps people get to their hair appointments and activities. She plays cards every week with one of the residents.

“I feel good inside when I help,” said Alicia, who grew up watching her father – a pastor – bring joy and encouragement to people in hospitals and nursing homes.

She's able to help her family now, too. “I give them a phone call. I go to see them.”

It's closer to the life she has always wanted, and she thinks others can rise higher, too. “I never give up,” Alicia said while she waited to volunteer. “I never give up because I have the grace of God.”





The trailhead

At Heritage Christian, we started by offering residential services to people who have intellectual and developmental disabilities, and we've grown and adjusted our path from there. In 2018, we:

- **Received funding for three new certified homes** that will serve 18 people. We've identified potential properties for two of the homes, one in the Buffalo area and one near Rochester.
- **Moved forward on offering more non-certified homes** for people who would like to choose the number of roommates they have and decide what staffing works best for them. One of those homes will serve people with complex medical needs, which is a step toward making this kind of housing accessible for all.
- **Renovated two homes** so almost everyone within our certified residential program has a private room.
- **Secured cost savings by joining a Community Solar Array.** Now 63 percent of the energy we use in the Rochester region will come from the solar array. Over the next 25 years, we expect to save \$2 million in energy costs.
- **Invested \$3.4 million in raises and other monetary rewards** to help retain and attract staff members. We also advocated at the state level for continued wage increases for direct support staff.
- **Started paying shift differentials** to people who work hard-to-fill weekend and overnight shifts.
- **Grew our workforce from 2,274 to 2,642,** a 16.2% increase, and retained 71% of our direct support staff.
- **Partnered with Home Leasing to open Heritage Gardens,** which is affordable housing adjacent to the campus of the Pieters Family Life Center. The affordable apartments are open not only to employees who qualify, but to people served by the Office for People With Developmental Disabilities.

The climb

We continue to live in a time when Medicaid itself is being redesigned, meaning how services are coordinated – and what it will pay for – continues to change. Heritage Christian is taking steps to adapt and innovate so it can always provide services to people in need. In 2018, we:

- **Supported more than 300 people with self-directed plans**, which means more people are mapping out the supports and services that are most important to them.
- **Received approval to expand our Consumer Directed Personal Assistance Program** services into Erie County. CDPAP is a state Medicaid service that allows people with or without disabilities to hire and train personal care aides to provide care.
- **Transitioned away from employing our own Medicaid service coordinators** because the state began to require care coordinators to work separately from agencies like ours. Many of our former service coordinators now work at Person Centered Services of WNY, which we helped found.
- **Launched the Supported Decision Making New York Pilot.** The SDMNY pilot recognizes that everyone has a right to make his or her own decisions and helps people develop a formal agreement about their preferences as “decision makers.” This is an alternative to guardianship.

*We may not be at the peak yet,
but together we're making progress.*





The summit

We're still climbing toward higher ground for everyone, but we celebrate that together we:

- Identified and purchased property for **our fourth Expressive Beginnings Child Care**.
- **Began sharing the expertise of our Employment Alliance** with high school students at Edison High School in Rochester; worked with close to 200 employers to match them with talented employees who have disabilities; started a new internship opportunity for young adults with disabilities thanks to a partnership with Jewish Senior Life; and were awarded a \$1.8 million contract with ACCES-VR to provide a wider array of employment-focused services for students as young as 14.
- **Started to provide behavior supports to individuals age 8 and up** in the community living with their family. Behavior support is a holistic approach serving the entire family, and once families are given the tools they need to have successful relationships and healthy family dynamics, everyone living in the home can feel successful.
- **Raised \$1.5 million for the Heritage Christian Services Foundation**, including \$115,000 from the Heritage Hero 5K + Mile Stroll & Roll - hosted for the first time at Seabreeze Amusement Park - and a record-breaking \$18,000 at the Spaghetti Dinner and Basket Auction.
- **Walked 119,631 miles as part of an agency-wide fitness challenge**. More than 320 people participated in the 100-day walking challenge that promoted physical activity and wellbeing.
- **Delivered 900 pounds of donations, 54 wheelchairs, 16 bags of food and more to families in need in Guatemala**. Teams of volunteers worked alongside families to build homes and to provide support so that people with disabilities could attend a summer camp.

Financials

Revenue

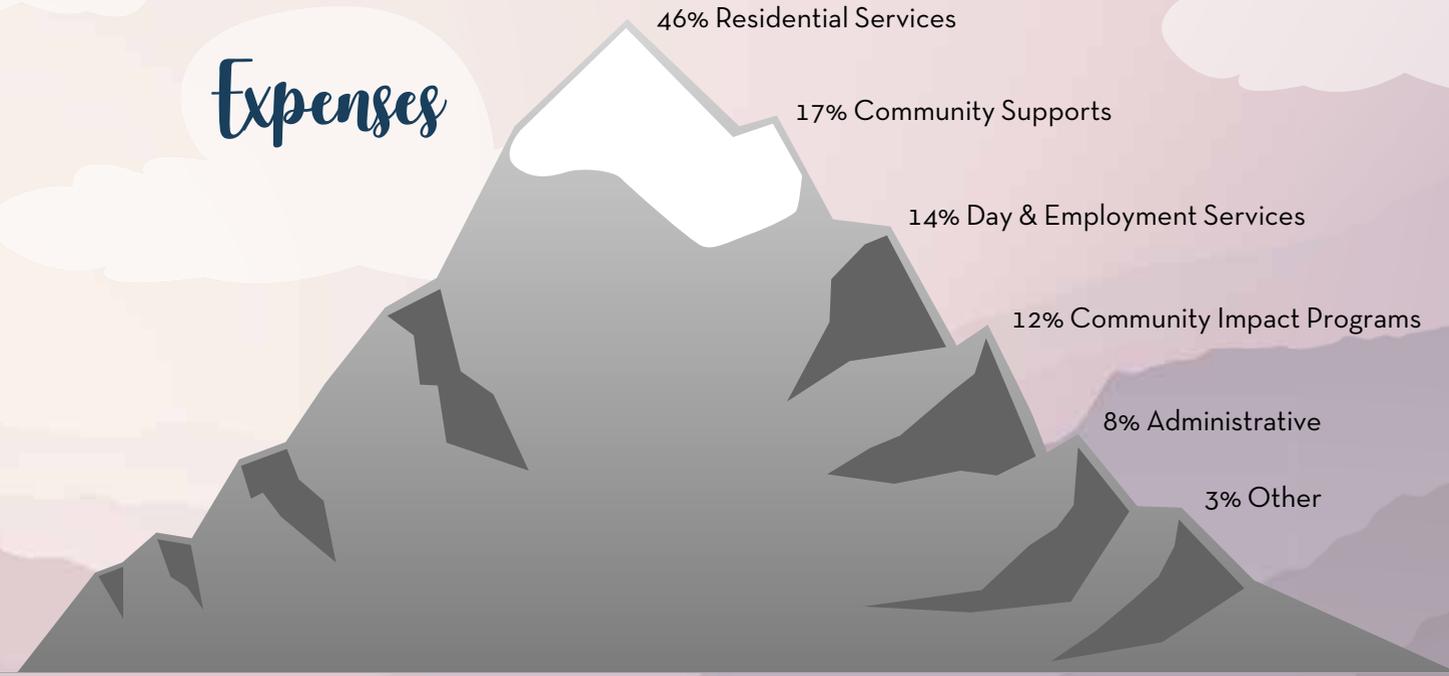
Revenue compared to prior years



Revenue Sources



Expenses



Please help our direct support staff reach higher.

Iesha Eldridge, and other members of Alicia Lenahan's support staff, have walked with Alicia as she's reached higher – and now you can help direct support staff reach higher ground, too.

Consider contacting your state lawmakers and asking that they support moving direct support staff to a living wage.

To learn more about **#bFair2DirectCare**, visit our website at **HeritageChristianServices.org** and click on the "Advocacy & Disabilities" tab.



Please consider contributing to the Heritage Christian Services Foundation today.



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