

Heritage Christian Services

ALWAYS ESSENTIAL



HERITAGE
CHRISTIAN SERVICES

Report to the Community 2020

A YEAR OF COMPASSION, STRENGTH AND GROWTH

In 2020, you did things you didn't know you were capable of. You faced the challenges of loss and disruption of routine and tradition. You learned more about yourself. You stayed home more than you ever imagined you could. You put others before yourself for the good of our community.

WHAT DID WE LEARN FROM 2020?

We found new ways to make sure that those who choose our services have experiences that are meaningful to them. Most of the agency's more than 3,000 employees who work directly with people who have disabilities found new ways to thrive this year.

Across the Rochester and Buffalo Niagara regions, we never stopped looking to our values for guidance: Christian compassion. Courage. Entrepreneurship. Excellence. Honesty. Humor.

This amazing year. This amazing staff. These heroes. These amazing people who choose our services. Our amazing community support.

With grit and grace, devotion and dedication, we found ways to do our very best work. In 2020, unlike any year before, we realized that our staff, our mission ... are always essential.







"OUR MISSION, ALWAYS ESSENTIAL..."

Dear Friends,

As we look back on 2020, and ahead to 2021, it's clear that we are serving our community in unprecedented ways.

Our staff members are resilient. They continue to change gears to get things done and innovate to meet the needs of the people who choose supports from Heritage Christian Services. Through the dedication of our staff and with the support of our community, we are meeting challenges none of us could have imagined a year ago.

The power of each individual continues to be the very foundation of our mission. We build allies to help bridge understanding about our differences. Our work is about creating an experience that identifies and dismantles barriers that limit the opportunity for all to thrive.

We are grateful for all we're learning during this pandemic and times of civil unrest. These are unimaginable and challenging times, times when weakness and vulnerability in our systems and in our culture are revealed to us with purpose, presenting us with an opportunity for the next big faithful step forward! We see proof that we can strengthen ourselves and our communities. The mission of Heritage Christian Services is relevant, thriving and sustainable. It is work that is always essential.

Sincerely,

Marisa Geitner
President & C.E.O.

2020 IMPACT DASHBOARD

More than
3,000
cloth face coverings were sewn and donated by dozens of volunteers

RAISED \$1.8M
through fundraising and grants

950
full-time employees received self-care kits

850
full- and part-time employees received Amazon gift cards

24/7 CORONAVIRUS HOTLINE
created a trusted place for employees to discuss symptoms, questions, concerns about Covid-19

AN ESSENTIAL CONNECTION

Creating a welcoming, inclusive, diverse and equitable world is an integral part of the Heritage Christian mission, and that was as relevant in 2020 as it was at our founding in 1984. We are so proud of our staff and the meaningful ways they share their lives with the people we serve.



JANIS JOHNS

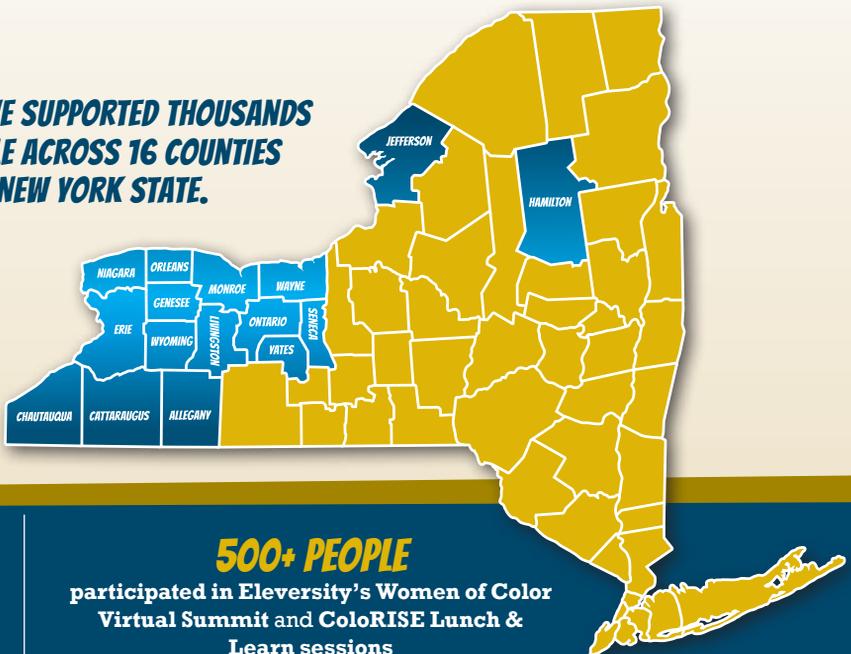
Janis has lived at a home on Winton Road since 2013.

“THEY GIVE US A LOT OF JOY!”

“Sometimes I do things independently, and sometimes I need a little help from my staff. Heritage Christian staff always makes us feel happy, makes us feel very comfortable. I love Heritage Christian because they care about you. They’re here to help you grow! They give us a lot of joy!”

Response edited for length and clarity.

IN 2020, WE SUPPORTED THOUSANDS OF PEOPLE ACROSS 16 COUNTIES IN NEW YORK STATE.



18TH STRAIGHT YEAR

of Compass accreditation

More than **1,400 HIGH FIVES** sent through our employee recognition platform

NAVIGATING A TIME OF GREAT CHANGE

2020 and Covid-19 brought struggles with staffing, routines and emotions. Staff teams understood that the pandemic was even harder for the people we support, some of whom thrive with predictability. Safety and health were at the forefront as staff members worked to make sure people still had things in their lives that mattered to them.

In many places, for people who were accustomed to seeing their parents every week, weekly visits through a window or via FaceTime or Zoom had to suffice.

Their teams understood how important those connections were and gave emotional support when hugs were absent.

Staff members try to acknowledge each person's abilities, gifts and desires, and they continue to do everything they can to walk alongside them in pursuit of that person's goals.



THE IMPORTANCE OF RESPITE

In the Respite program's temporary suspension, the phone at Respitelodge went unanswered for 199 days. People let us know how important Respite is to them. Parents and people at Respite alike missed:

- ... time away, just for themselves.
- ... the joy and excitement of Respite.
- ... packing their bags for a vacation.
- ... having time and space of their own.
- ... making choices and friends.

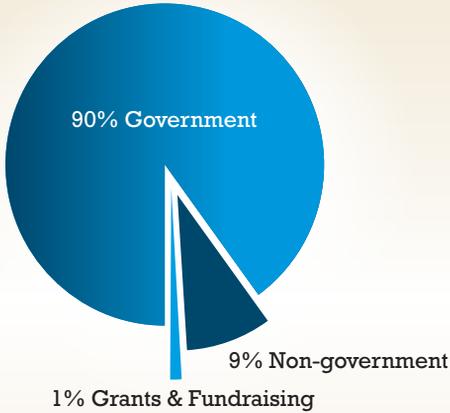
Our Respite programs resumed in early October.

***"FOR GOD HAS NOT GIVEN US A SPIRIT OF FEAR AND TIMIDITY,
BUT OF POWER, LOVE AND SELF-DISCIPLINE."***

— 2 Timothy 1:7

FINANCIAL REPORT 2020

REVENUE SOURCES



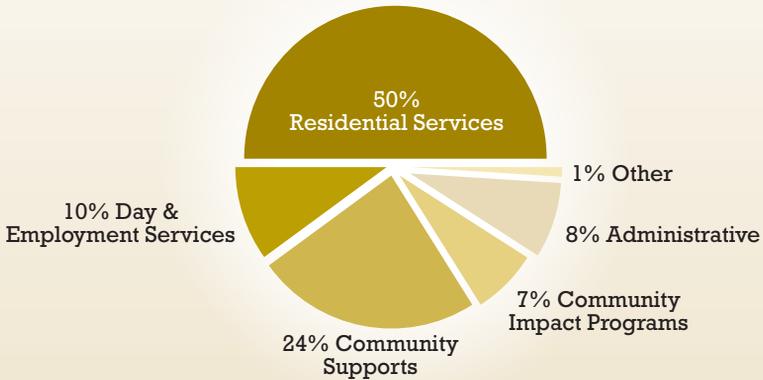
REVENUE

(compared with previous years)



EXPENSES

(by program)



* Preliminary reports, based on unaudited data.

PLEASE CONSIDER CONTRIBUTING TO THE HERITAGE CHRISTIAN SERVICES FOUNDATION TODAY.

Nothing is more critical to our mission than recruiting and retaining support staff. Our people make a difference every day!



AN ESSENTIAL DIFFERENCE

***WE'D LIKE YOU TO SEE WHAT A DIFFERENCE OUR
DIRECT SUPPORT PROFESSIONALS MADE THIS YEAR.***



HERITAGE
CHRISTIAN SERVICES

2020, THE YEAR IN REVIEW

Throughout 2020, Heritage Christian Services grew and found success. We remained anchored in four key areas.

WE BELIEVE IN OUR STAFF.

Our successes are reflected in the strength of our workforce. Of our staff of more than 3,000, over 7 percent – that’s about 220 people – have been with Heritage Christian for 15 years or more. Some people have been committed to Heritage Christian for more than 30 years.

Investing in — and rewarding — our employees is essential. In 2020:

- ❑ Despite funding limitations, we continued to **drive an increased wage for all of our workforces**, with specific attention to our frontline workforce.
- ❑ We maintained a comprehensive palate of benefits, and **expanded the Employer Resource Network**, with two success coaches and additional reach into the Buffalo market.
- ❑ We celebrated employee recognition through our **High Five platform**, with more than 1,400 High Fives sent since the program launched.
- ❑ We launched **Refer & Earn**, an employee referral incentive program.
- ❑ We **expanded online learning** for staff with Relias, an enhanced learning management system.

WE'RE COMMITTED TO CULTURAL HUMILITY.

We view this work through the lens of a multidimensional framework. We embrace difference and seek to advance a culture that is welcoming, inclusive and diverse. We offer information and support to help people learn to identify their privilege and transfer the benefits of that privilege to those who lack it.

- ❑ **Eleversity: Next-Level Workforce Education** went from being a 100% in-person educational events team to providing its offerings 100% online in two weeks. The geographic reach of our events grew well beyond that of in-person ones.
- ❑ **Our programs**, including Eleversity’s Right Talent Right Now, the Women of Color Virtual Summit and ColoRISE Lunch and Learn sessions, reached more than 500 people in 2020.

WE'RE GRATEFUL FOR THOSE WHO CHOOSE OUR SERVICES.

Those we support — including children, older adults and people with disabilities — benefit from a more inclusive community. In 2020, they were the catalysts for the achievements that are propelling us forward.

- ❑ We **broke ground on a home on Dodge Road in Amherst and finished the home on Jackson Road in Penfield**, where people will move into their new home in early 2021.
- ❑ **The Employment Alliance** was awarded a contract from Adult Career and Continuing Education Services-Vocational Rehabilitation (ACCES-VR) to provide pre-employment transition services to students with disabilities. Students ages 14-21 will build skills around job exploration, workplace readiness, self-advocacy and work-based learning.
- ❑ **ProjectSEARCH®** celebrated its second group of interns, who completed the nine-month program at Jewish Senior Life; in Buffalo, the Steps to Work program for high school juniors and seniors was a success as well.
- ❑ **Expressive Beginnings Child Care** has remained open to support families throughout the pandemic. Despite the financial hardship caused by the loss of tuition, we remained viable and were there for children and their families.

WE THRIVE WITH COMMUNITY COLLABORATION.

People supported Heritage Christian Services at a crucial time to ensure that our essential work would continue uninterrupted. We solidified our connections with our community in meaningful ways, including:

- ❑ **Relocating our Western New York office** to a more centralized location in Amherst.
- ❑ Building **two new community homes**.
- ❑ Participating in **racial equity and justice initiatives**.
- ❑ Sharing **Covid-19 resources and strategies** for staying healthy.
- ❑ Providing **safe and reliable child care** for working families.
- ❑ Meeting the needs of our budget-conscious customers as **A Second Thought Resale Shop** continues to thrive.

COMMUNITY IMPACT PROGRAMS



A Second Thought Resale Shop
Employment Alliance

Eleversity: Next-Level Workforce Education
Expressive Beginnings Child Care

Heritage Christian Stables | Heritage Hollow | International Ministries
Pieters Family Life Center | Springdale Farm and Balcony Point

AN ESSENTIAL DIFFERENCE



DIRECT SUPPORT FOCUS

CHAZE JOHNSON

Chaze began working as a direct support professional in 2015 and currently works at a home on Fairport Road.

"TOMORROW IS NOT PROMISED."

"I've been here five years, so I've been with these guys through a lot — a lot of changes, different housemates.

"Covid has been an eye-opener. Because I feel like tomorrow is not promised. Working with the guys even more, being with them longer hours, you see these guys miss going home, miss their parents. So their parents might call three or four times a day just to talk to them. Something as simple as going and sitting outside with their parents means the world to them. It just put everything on hold and made you appreciate stuff more."

2020 IMPACT DASHBOARD

QUALITY INDICATORS

- ❑ **Maintained Compass accreditation for the 18th straight year**, recognizing Heritage Christian Services as a top service provider in New York State.
- ❑ According to our 2020 Residential Program Individuals and Family Survey:
 - **Individuals and family members have high overall satisfaction:** 8.9 for individuals and 9.2 for family members (on a scale of zero to 10).
 - A very high percentage — 79% of individuals and 89% of family members — say they are “**highly likely**” recommend us to others who may need our services.
 - The number one reason family members say they are likely to recommend us is **quality support**.

WORKFORCE SUCCESS

- ❑ Maintained the employment of **3,000 employees**.
- ❑ Achieved an agency-wide **retention rate of 69%**.
- ❑ The Residential Program Individuals and Family Survey indicated that people who choose services from Heritage Christian and their family members **rate our employees exceptionally high** on customer service.
- ❑ More than two dozen leadership team members participated in Rochester’s **21-Day Racial Equity Challenge**.

FINANCIAL HEALTH

- ❑ **Raised \$1,800,000** through fundraising and grants.
- ❑ Swiftly pivoted and **decreased discretionary spending** with declining revenue. Leveraged relief options to ensure financial stability as we felt the disruption of the pandemic.
- ❑ **Provided incentive pay to frontline workers** early in the pandemic until informed policy and protocols could be developed.
- ❑ Provided **compensation adjustments and pay increases** for all employees.

JUST A FEW OF THE WAYS WE RESPONDED TO THE PANDEMIC IN 2020:

- ❑ We swiftly turned to our community and connections around the globe to **secure the supplies and equipment necessary** to navigate this pandemic.
- ❑ We pivoted to only essential functions in both regional offices, leveraging emerging technology for remote work. Staying productive and connected, **our business functions never missed a beat**, allowing our focus to remain on the care of those we serve and those who serve them.
- ❑ When we faced shortages of food and supplies:
 - **Arranged for food delivery** directly to people across 65 sites with our partners Palmer Food Services and Wegmans.
 - **Organized regional central inventory locations and delivery routes**, letting us gather and deliver essential health, medical and cleaning supplies to those in agency homes and customized options — so no one had to go out and shop for essentials.
 - **Delivered more than 3,000 cloth face coverings** — which were sewn and donated by dozens of volunteers — to 70 agency locations as well as to our employees serving through CDPAP and Self-Direction and our Expressive Beginnings Child Care locations when disposable masks were not keeping up with demand.

DIRECT SUPPORT FOCUS



GENNY TORRES

Genny began working as a direct support professional in 2002; she's been the medical liaison at a home on Winton Road for about eight years.

"IT'S MORE THAN A JOB."

"I feel like everyone is just trying to adapt. It's hard, because we have to try to be positive about it.

"We want to keep everyone safe. That's the priority. I feel like we're on top of it, with sanitation and everything. Trying to keep others healthy, keep myself healthy — and juggling your own life. I'm a mom of three ... so it's hard.

"This agency, and the individuals we support, have become part of my life. It turns into family, people you care about. It's more than a job."



IVELYZ CIPRIAN

Ivelyz started working as a direct support professional in 2015; she's now an assistant manager at a home on Plank Road.

“WE’RE IN THIS WITH THEM.”

“The pandemic has been really rough at the house that I support. But at the same time, it has brought the ladies so much closer to each other. They’ve gone from being just roommates to actually becoming more of a family.

“We made it through as a team, as a family. They have really come to appreciate how much we have helped them out, and I think they realize that staff, we’re in this with them, and they weren’t alone.”



VISIT [DIRECTSUPPORT.ORG](https://www.directsupport.org) TO LEARN MORE ABOUT WORKING HERE!



DIRECT SUPPORT FOCUS

TIFFANY TOLBERT

Tiffany started working in direct support in 2002; in March 2020, she was promoted to associate director of residential operations in the Finger Lakes region.

“WE ALL HAVE COME TOGETHER AS A TEAM.”

“Working at Heritage Christian Services during this pandemic definitely has been challenging, definitely has been a struggle.

“The systems that we have put in place to maintain safety — to ensure that the individuals we support and serve don’t miss a beat — it’s been very rewarding to see. We all have come together as a team. We’re making it work. We’re doing an amazing job. The staff are trying everything they can to make things feel normal.”



- ❑ We launched a **24/7 coronavirus hotline** to give employees a comprehensive resource to discuss symptoms, questions, concerns and report exposures to Covid-19. This team also developed and implemented an efficient and effective contact tracing system in partnership with each county we serve.
- ❑ **We expanded teleservice options** to continue to provide day and community habilitation and respite services.
- ❑ **We repurposed four sites across our service region** to provide flexible options for people when Covid-19 affected their household.
- ❑ We put relationships first and **opened up visitation as soon as we were allowed by New York State**, maintaining safe in-home and out-of-home visitation throughout the year. In addition, with strong advocacy, we helped to shift New York State restrictions and **ensured that people could have a bedside advocate while hospitalized.**
- ❑ We made difficult decisions to reshape the function of some of our community impact programs in order to **ensure a safe experience and financial viability.**
- ❑ To reinforce our gratitude and reinforce the importance of rejuvenation, **we sent self-care kits to 950 full-time employees and Amazon gift cards to 850 full- and part-time employees** who worked consistently during the pandemic.

TYLER MINOGIA

Tyler has worked here since he was 18; in 2020, he made the transition to the residential program on Hoover Road.



“EVEN THE HARDEST DAYS AREN’T AS HARD AS WE THINK.”

“It’s been a year of adapting. Especially as things get trickier, as cases go up and it gets closer to home. I have seen a lot of good teamwork and a lot of adaptability.

“Even the hardest days aren’t as hard as we think. Something this job has taught me is that we’re all people. We’re all trying to do life in different ways, and we all have our challenges, and we should all just support each other, you know? I think the world would be a better place if we all just treated each other like that.”

Heritage Christian Services

AN ESSENTIAL DIFFERENCE



HERITAGE CHRISTIAN SERVICES

Heritage Christian Services, established in 1984, strives to advance an inclusive and equitable community. Our more than 3,000 employees look beyond the traditional to provide services that ensure meaningful and diverse experiences. Based in western New York, with concentrations in the Rochester and Buffalo Niagara regions, we're innovating and expanding as the needs of our community grow. We serve with programs that promote housing options — and the support within them — along with programs that create relevant employment and day habilitation; establish high-quality child care; set the standard for statewide workforce education; ensure robust health and wellness; and embrace self-empowerment.

THE HERITAGE CHRISTIAN SERVICES COMMITMENT TO EQUITY & JUSTICE

We believe that people are entitled to dignity, respect, equity and justice. We champion a society that removes barriers. We reject racism and discrimination of any kind. We protest systemic and political inequities that marginalize people, recognizing that there is a history of structural racism in the United States. We will continue to learn and change to achieve justice. We know that strength comes from unity.



EXECUTIVE TEAM

Drew Bielemeier, Senior VP of Operations

Anne Brett, Executive Assistant to the President

Chuck Collard, VP of Western New York Operations

Marisa Geitner, President and C.E.O.

Michelle Labossiere-Hall, Associate VP of Customized Supports

Anna Mulcahy, Senior VP of Finance

Joanie Parker, Associate VP of Education and Employment

Laura Ryan, Business Analytics and Strategy, Advisor To The President

Mark Zawacki, VP of Advancement and Executive Director of HCS Foundation

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