



**HERITAGE**  
CHRISTIAN SERVICES  
People of possibility

**Report to the Community 2022**



HERITAGE  
CHRISTIAN SERVICES

*"All things  
are possible  
for one  
who believes."*

Mark 9:23

## Our Mission

Our compassionate and talented team reflects Christ's inclusive love for all people, by honoring their dignity and worth and helping them to fulfill lives of endless possibility.

## Recognition in 2022



A Compass Agency



# from the President & C.E.O.

*Beth Rood and Marisa Geitner*



Dear friends,

Through God's grace we have become an agency of broad scope, which offers a wide breadth of programs that reach over 26,000 people. The success and fulfillment of each person touched by Heritage Christian Services is important to our mission.

Our continued growth in 2022 means more people are reaching out with more diverse goals, needs and therefore possibilities. Attracting and developing a dedicated and talented team that can work alongside others, helping them achieve what is most meaningful to them, is necessary for our success.

The foundation of Heritage Christian Services continues to be our caring professionals. In 2022, we once again raised wages, allowing for greater self-sufficiency in difficult economic times. In addition, we have partnered with the National Alliance of Direct Support Professionals to provide new educational resources and credentialing to our frontline workers. We hope this program will grow into a nationally recognized credential that will continue to bring attention to this professional, vital career.

Our growth and success were also celebrated by our broader community again in 2022. We earned a spot on the Rochester Chamber of Commerce Top 100 businesses list, a National Moving Mountains honorable mention, and maintained our NYS OPWDD Compass validation for the 21st straight year. In the lattermost case, we are one of only four organizations in the state to earn that prestigious recognition.

As we look ahead to a new year, we forge ahead knowing what makes the difficult things possible to overcome: faith, courage, dedication and the support of the community at large.

We thank you for your prayers, trust, love and support. Onward!

A handwritten signature in black ink that reads "Marisa Geitner".

Marisa Geitner  
President & C.E.O.



**We had the unique opportunity to partner with Cam Lewis of the Buffalo Bills®, as his supported organization with My Cause My Cleats.** This allowed us to spread the values of our agency and industry to a wider audience, at a time when our industry needs it.

# Elevating our Workforce

*Our vision: Elevating care by elevating the experience of the caring professional.*

It has been projected that over 19,700 vacant direct support positions need to be filled by non-profit care providers for people with intellectual and developmental disabilities statewide. 85% of people living with intellectual and developmental disabilities are supported by non-profit agencies like ours.\*

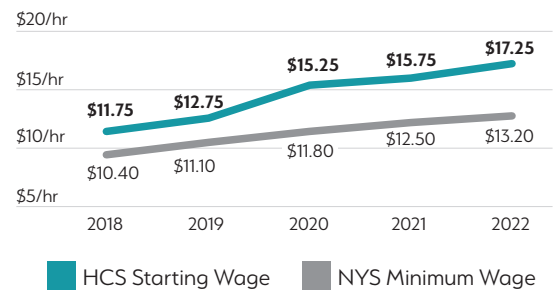
However, long-term care employers face even more pressure with recruiting and retaining workers, given high turnover in our industry. High turnover rates cost New York agencies around \$100.5 million annually.

At Heritage Christian, resources are dedicated to ensure direct support professionals have the self-sufficiency they need and deserve for their complex work.

\*Source: New York Disability Advocates

## HCS Wage vs. Minimum Wage

Full-Time Residential DSP



### Higher Standards

- We raised the base wage of most frontline workers to \$17.25/hour in August of 2022. This is the second time our agency has done so within the past year, and we are not done.

### E-Badge Academy

- We are taking part in a pilot program with NADSP called E-Badge Academy to reward people for learning new skills. Staff who participate can ultimately earn a nationally recognized DSP certification.

### Commitment to Our People

- We have promoted 131 employees, demonstrating our commitment to their development and effectively stewarding resources towards retaining our current workforce.





Mitchell Spiegle with Joe Starling

## Action and IDEA Inclusion Diversity Equity Access

Joe Starling has worked at Heritage Christian Services for 22 years, and in his own words, he wouldn't change a thing. Joe has had the opportunity to collaborate with people who choose our services and fellow staff members in many ways, from organizing Meals on Wheels and People's Pantry volunteer opportunities to missions to Guatemala. He is a familiar face as a volunteer at Heritage Christian events, including the Heritage Hero 5K and Heart of Dance.

Joe fills the few openings in his busy schedule with chances to educate himself, such as SafeZone training, an HCS-sponsored seminar educating people on providing a safe and welcoming environment for the LGBTQ+ population. In turn, he has led staff trainings and discussions on subjects including leaders of color, inclusion and faith-based support. **In 2022, he was nominated for the Rochester Business Journal's DEI Colors of Success award, which recognizes people in the Rochester area who have been successful at promoting diversity, equity and inclusion initiatives at their workplace.**

### Promoting the wellbeing of all

- Heritage Christian Services sponsors the **Employer Resource Network**, providing success coaches for our staff members to help them overcome personal and professional barriers to successful employment.
- 269 members of our workforce took advantage of our **success coach services**, with 466 unique services being provided. The majority of these services (316) were for self-sufficient needs, such as childcare, housing stability, education, etc.
- 89% of our staff who utilized our success coaches were still working with our agency by the end of 2022.

## A Diverse and Caring Workforce [Pictured from left]

*Ebony Young, Direct Support in Day Habilitation; Sean Scott, Recruiter; JulieAnn Heil, Medical Liaison in Residential; Andrea Sullivan, Direct Support in Community Services; Malinda Wiggins, Residence Manager in Residential; Myrna Cintron, Educational Assistant in Day Habilitation*

# Value and Impact

## Services at a glance

Heritage Christian Services offers a wide array of different programs and services to meet the ever-diversifying needs of people who choose us to support them.

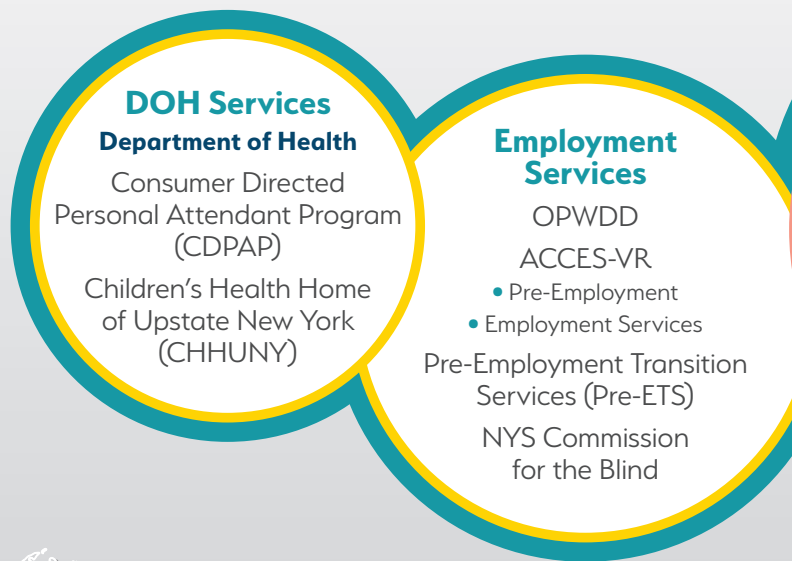
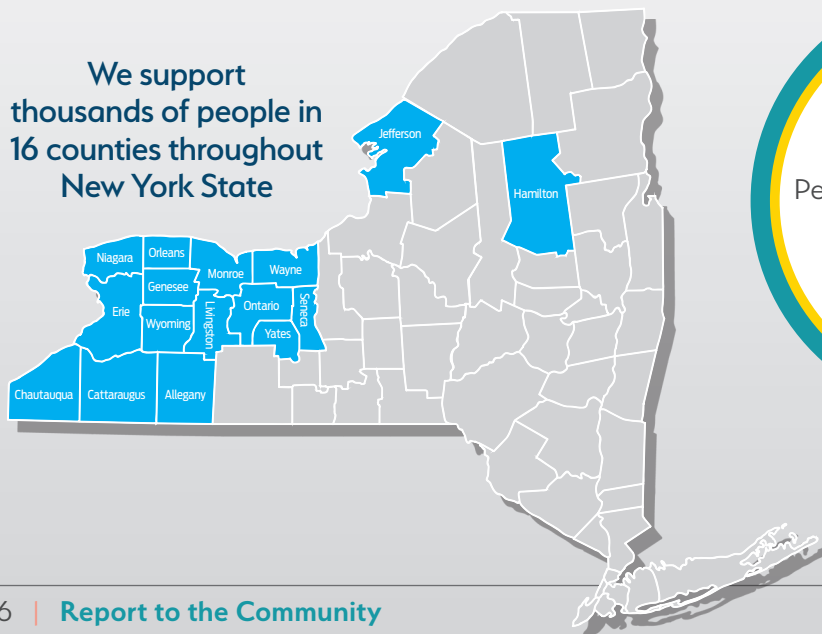


*Home and site-based services integrated within the community*

<b>Integrated Service Growth</b>	<b>REVENUE</b> 2021: \$64.9 million 2022: <b>\$69.7 million</b>	<b>PEOPLE SERVED</b> 2021: 870 2022: <b>887</b>
	<b>Included Service Growth</b>	<b>REVENUE</b> 2021: \$30.3 million 2022: <b>\$38.6 million</b>

*Community services accessible and included for all*

We support thousands of people in 16 counties throughout New York State



# Full Inclusion

Photo: Jim Capozzoli

## OPWDD Services

### Office for People With Developmental Disabilities

Fiscal Intermediaries  
Brokering (Self-Direction)  
Community Habilitation  
In-Home Respite  
Customized  
Residential Options

## Included Services

## OCFS

### Office of Children and Family Services

Expressive Beginnings  
in Greece, Henrietta and  
Webster Served  
529 Children in  
399 Families

## Community Impact Programs

A Second Thought Resale Shop  
Balcony Point at Springdale Farm  
Eleversity  
Employer Resource Network (ERN)  
Ferncliff Apartments  
Heritage Christian Stables  
Heritage Hollow Retreat Center  
International Ministries  
Pieters Family Life Center

## Just a few accomplishments from our impact programs:

- Eleversity trained 4,088 people for the OPWDD Innovations contract. In addition, 749 people attended Eleversity DEI conferences and events, and 568 people attended Eleversity sponsored DEI trainings delivered by various organizations.
- 75 events were hosted at Balcony Point in 2022, including weddings, corporate events and more.
- At Pieters Family Life Center, there were 1,040 visits for water walking, 771 visits for personal training, 2,837 fitness visits and 2,333 visits for physical therapy in 2022.

## Jim Capozzoli

### Residential Services

Lee Chapin prayed nightly for three things when she and her son Jim Capozzoli chose Heritage Christian Services to support him: acceptance, time, and an easy transition. Jim would be accepted into Heritage Christian Services in October 1997. First prayer answered. Their move in date was set for Jim, and he would have five months to prepare. Second prayer answered. It took some time for the third prayer to be realized.

"We would take Sunday afternoon rides near the house just to show him how his home was being built," Chapin said. "He didn't want to hear about it."

Despite his initial reluctance, Lee kept talking about the move with Jim, telling him the many different ways staff would support him. Eventually, he was able to repeat back to her the ways Heritage Christian would help him achieve what was meaningful to him.

When the day came, and Jim was wheeled into the home for the first time, he felt confident enough to turn around and say, "Okay Mom, you can go now."

As renovations continue on our homes to make them more accessible, Chapin and many other parents and guardians can be reassured that the people they love who choose Heritage Christian Services can continue to age-in-place in a familiar setting and community, and always be close to home (see more on page 10).

# People of possibility

## Dylan DelGado

Customized Supports

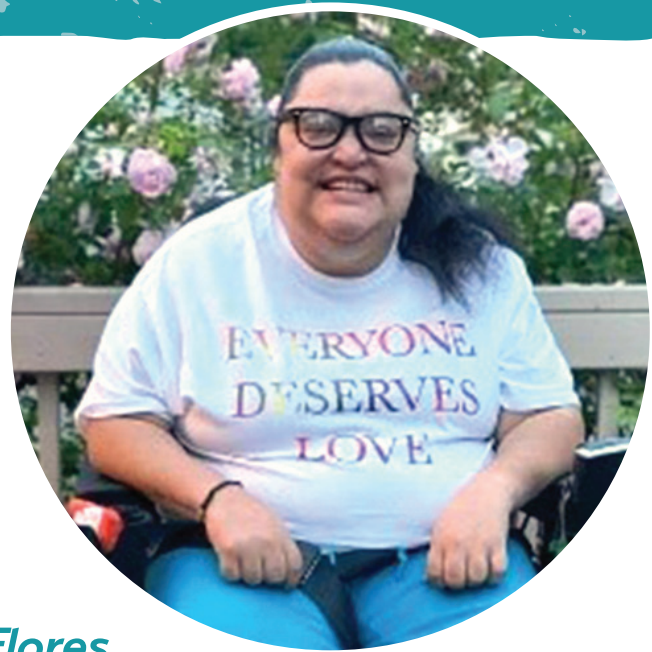
Dylan DelGado has already done at a young age what it takes many people a lifetime to achieve. DelGado demonstrates what a person of possibility is all about, and the staff who work with him at Troy Del Way, a customized residential option in Williamsville, are inspired.

"He truly is amazing," said Andrea Sullivan, a community support staff member who works closely with Dylan. "Dylan is one of the smartest people I've ever met."

When Dylan moved to Troy Del Way in 2020, it was the first time he lived on his own with peers. Today, with his new sense of independence, he is shining.

He has continued to make strides towards receiving his doctorate in Physics at the University of Buffalo, and is anticipated to graduate in spring 2023. A book of poems written by Dylan has been published and sold.

**DelGado is one of 1,365 people who takes advantage of customized supports at Heritage Christian Services, which allows him to choose how he would like to be supported, and who can support him.**



## Jeiri Flores

CDPAP

Jeiri Flores has been an advocate for children and adults with intellectual and developmental disabilities for practically her entire life. She has traveled the country, talking about her and her family's experience.

"I work within healthcare, with the idea of making local providers better for people with disabilities," Flores says about her work. "I hope that by sharing my story and talking about some of the bigger issues that I have faced, that they will learn from my experience."

Flores is a person who chose our Consumer Directed Personal Assistance Program (CDPAP) services. This means she has the flexibility and freedom to choose who can provide her support. For Flores, that means her mother and younger brother. **She is a part of one of the fastest growing care sectors in our agency, supporting around 200 people with around 400 consumer directed personal assistants.**



## Ruth Roberts

### Residential Services

When Ruth Roberts told her family she wanted to participate in her first Heritage Hero Run + Roll + Stroll, their first answer was a resounding “no.”

“We told her that we wouldn’t let her run until we walked 3.1 miles with her,” said Ellen, her mother. They timed her on their first walk together, and were amazed both at her time and her work ethic.

Ruth’s goal is to stay healthy, and she has now completed 14 different races, including three Heritage Hero events.

For Ellen and her husband Charlie, the Heritage Hero has provided an outlet for Ruth to participate in something meaningful to her. The races have also helped raise funds that will allow the agency’s mission to grow, a mission that sold them on the agency in the first place.

“We wanted an agency where we knew Ruth would be well cared for, for years to come,” said Ellen. Charlie cited the ongoing renovations to several Heritage Christian homes as one way the agency has achieved this. These renovations will ensure that people will live in comfort and dignity even as they age.

Charlie is excited Heritage Christian Services is continuing to pursue these renovations, despite a lack of support at the state level. **In many years, when people like Ruth may need to consider accessibility, this work will ensure they can remain in a setting they are familiar with.**

*Ruth Roberts (left) with Michael Ronnenburg and Kaitlind Klump*



# HCS Foundation

**\$2.2 million**  
raised in  
2022 donations

## Highlight

**\$250,000** raised from fundraising events including **Heritage Hero** and **Golf Classic**

## Home Renovation & Rebuilds

- \$4.8 million raised (as of end of 2022)
- Better opportunities to age gracefully in familiar settings through end of life
- Accessible hallways and amenities
- Common areas, open floor plan model



## Highlight

- Four homes completed as of 2022
- 16 homes planned for renovation

## Workforce & Talent

- Certification and professional development for Direct Support Professionals
- Staff recruitment and retention efforts for afterschool respite programs
- Support and professional development for women of color
- Racial equity and workforce inclusion training
- Support of wage equity including base wage increasing to \$17.25/hr, benefiting 1,739 frontline staff members

## Highlight

- The Hoselton Family Emergency Fund serves as a source of immediate relief to employees who demonstrate an urgent need

## Program & Supports

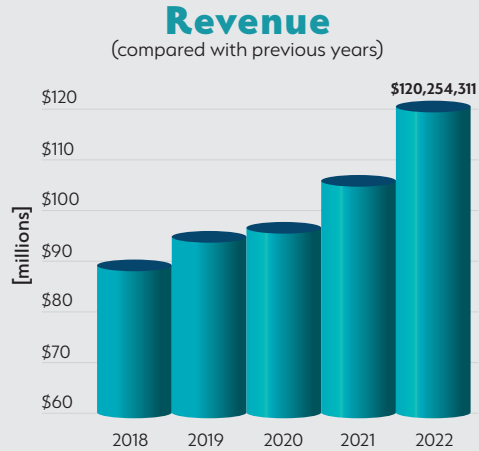
- Therapeutic horseback riding scholarships and equipment
- Fun outings to concerts and ball games
- Meet-up groups like for American Sign Language
- And more!

Steve Wayne

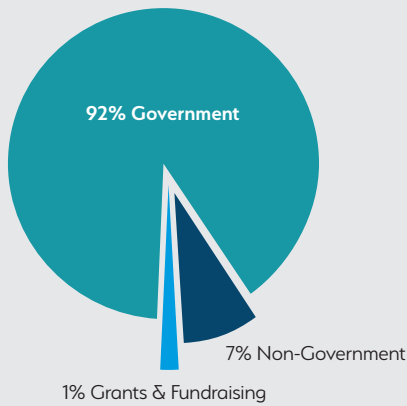


# 2022 HCS Financial Report

\* Preliminary reports, based on unaudited data.

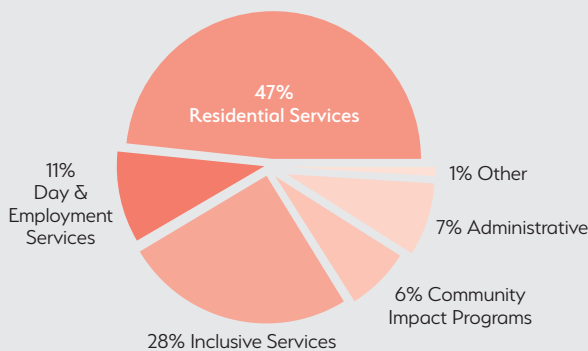


## Revenue Sources



## Expenses

(by program)



## Executive Leadership

### Drew Bielemeier

Senior VP of Operations

### Anne Brett

Executive Assistant to the President

### Chuck Collard

VP of Western New York Operations

### Marisa Geitner

President & C.E.O.

### Michelle Labossiere-Hall

Associate VP of Customized Supports

### Donna Mostiller

Senior VP of People & Culture

### Anna Mulcahy

Senior VP of Finance

### Joanie Parker

Associate VP of Education & Employment

### Dan Ross

VP of Risk Management & Corporate Compliance

### Laura Ryan

Business Analytics & Strategy, Advisor to the President

### Mark Zawacki, CFRE

Executive Director of HCS Foundation & VP of Advancement

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Joseph Wilson

Scott Lefebvre, Chair

# At Heritage Christian Services, we believe in possibilities.

Established in 1984, Heritage Christian Services strives to advance an inclusive and equitable community. Our more than 3,600 employees work alongside the people who choose our services, ensuring that everyone can achieve what is meaningful to them.

Based in Rochester, with concentrations in the Finger Lakes and western New York, we're innovating and expanding as the needs of our community grow. We serve our community with programs that promote housing options and the support within them, in addition to programs that sustain relevant employment and day habilitation. We have also established programs for high-quality childcare, setting the standard for statewide workforce education, ensuring robust health, wellness and equity, and embracing self-empowerment.

In turn, we are thankful for the support of our community and the many donors and sponsors who make this work possible.

## Our Commitment to Equity and Justice

We believe that people are entitled to dignity, respect, equity and justice, and 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.

A Special Thanks  
to Our Sponsors



Wegmans

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