



HERITAGE
CHRISTIAN SERVICES



2023 REPORT TO THE COMMUNITY

HEARTFELT SUPPORT

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.

OUR VISION

Elevating love and care by elevating the experience of the caring professional.

OUR COMMITMENT TO EQUITY AND 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.



Nathaniel Winkler and Marisa Geitner are standing in front of the Homes with Heart doorway, which appeared at our kickoff events in Rochester and Buffalo. The door is symbolic of the peace and comfort we find in a home of our own, one that is fully accessible for all phases of life, and the “1984” next to it reminds us of when we made our promise to families four decades ago to always offer compassionate care and support.

PRESIDENT’S LETTER

Dear friends,

Two hands can make a fuller heart. When it comes to the heart of our work, Heritage Christian Services puts in one hand and our community partners put in the other.

The results of collaboration and our dedication to the people we support can be measured. In a recent survey of families and people served, 97% were overall satisfied with the services we provided. Many respondents cited our staff as a bright spot. They continue to demonstrate the compassion and diligence needed in direct support roles, and we continue to advocate for wages and the opportunities for advancement that reflect the hard work they perform on a daily basis.

“My people will live in peaceful dwelling places, in secure homes, in undisturbed places of rest.” - ISAIAH 32:18

As demand for services continues to grow, we will continue to scale and do what we can to meet the needs of our community. We will continue to renovate and build homes that can serve people even through end-of-life, as part of our Homes with Heart campaign.

In our 40th year, we are humbled by the decades of support the community has given us, allowing our footprint to grow and creating possibilities for people in our community. It ensures we can continue to offer heartfelt and compassionate support to people for the next 40 years, and beyond.

Sincerely,

Marisa Geitner

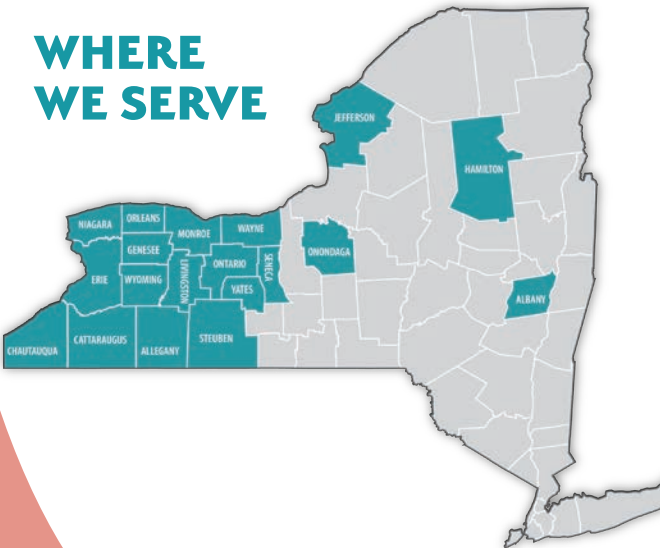
Marisa Geitner
President & C.E.O.



AT HERITAGE CHRISTIAN SERVICES, WE BELIEVE IN ENDLESS POSSIBILITIES.

Established in 1984, Heritage Christian Services strives to advance an inclusive and equitable community. Our more than 3,800 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.

WHERE WE SERVE



OPPORTUNITIES

for all employees

Kamia McCullough came to Heritage Christian Services 17 years ago in a direct support role at the home on Schlegel Road in Webster. Kamia says she always had the support she needed to advance in her career, and in 2023, she became the director of the agency's Consumer Directed Personal Assistance Program, or CDPAP. She was also the recipient of the 2023 Jobina Bruinsma award, honoring a staff member who embodies leadership, determination and integrity. **"Our agency has amazing women in leadership roles," says Kamia. "As long as you communicate your desired career path, the agency will help you reach your goals."** Heritage Christian Services was a recipient of the *Rochester Business Journal's* inaugural Elevating Women award, for its work on promoting leaders such as Kamia.



PROMOTIONS IN 2023

135 total promotions	105 women promoted	13 women hired into director or executive level roles
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"There are only four kinds of people in this world. Those who **have been caregivers**; those who are **currently caregivers**; those who **will be caregivers**, and those who **will need caregivers**."

- ROSALYNN CARTER



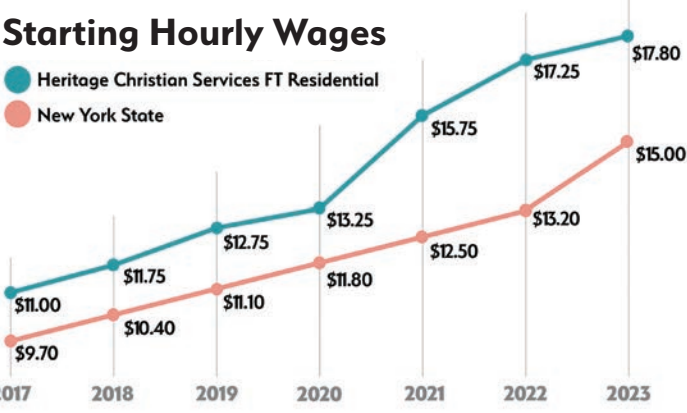
CARING

for the CAREGIVER

From the frontline care professionals working directly with the people who choose our services, to the office staff who help maintain our business strategy and strengthen our relationships with the community, it takes many hands to make our work possible.

We continue to push for our workforce on multiple fronts, from recognition and respect for caring professionals, to opportunities for skill-building, career advancement and wage increases. Throughout the year, executive leadership surveyed and met with employees throughout the agency. From these conversations, we continue to learn from our staff about their work experiences.

One highlight is that the vast majority of staff members love the type of work they do, and they value their relationships with their supervisors.



Here's how we worked to advance our workforce in 2023:

- More than 1,000 staff members benefitted from wage increases for the third time in 2.5 years, including over 300 employees who achieved a new base of \$17.80 an hour.
- Employees participated in the NADSP E-Badge Academy, allowing them to learn online and earn badges and certifications. A total of 109 staff members earned certifications through the program by year-end, with more enrollees for the following year.



NADSP E-Badge Academy GRADS

When Heritage Christian Services began to participate in the National Alliance for Direct Support Professionals' (NADSP) E-Badge Academy, Renee Buchiere (left) and Liz Donowski were two of the first to complete the program.

"The E-Badge Academy has impacted my perspective at work," says Liz, who works as the assistant manager at the home on Woodsboro Farms in Webster. **"The courses I've taken have furthered my understanding of what truly person-centered practices are."**

"What I've learned has helped me in my role as a frontline supervisor, which is important with so many new staff coming in and being trained," adds Renee, the manager at the day habilitation program in Perinton.



Darnell McDuffy,
left, with Andy
Osborn.

AGING IN PLACE

with comfort and dignity

The work within the \$9.1 million Homes with Heart campaign ensures that people we support can be afforded the same high-quality options to age-in-place that anyone would want for their loved ones. It will impact an estimated 400 people over the next 60 years.

Andy Osborn came to the home on Stone Road in

Pittsford 24 years ago. In that time, his physical needs have changed, and it has become harder for him to navigate his home. For brother Mike Osborn, who chairs the Homes with Heart campaign, it's important that Andy and so many people like him can continue to live in homes that are familiar, comfortable and accessible, even as they age.

"It's a great comfort to my family that he will be cared for by people who truly love him for the rest of his life."

- MIKE OSBORN

Homes with Heart

Mimi Dundon, sister
of Pat Larrabee.



The Larrabee Family Matching Challenge, in memory of David Larrabee, was launched in June 2023, tripling the impact of donations through year-end.

Home construction IN 2023

Four people moved to **Five Mile Line Road in Penfield** after remodeling.

Six people moved to **Names Road in Chili**.

Renovations on a home on **Joanne Drive in Sanborn** were completed, and is where the people who previously lived at a home on **Hoover Road in Sanborn** now live. The work on the home on Hoover Road was also completed in the spring, and is now where the people who previously lived at a home on **Oxbow Lane in Lewiston** live.

We acquired home on **Crittenden Road in Henrietta**, which will be home to six people.

By the end of 2023, **\$7.7 million** of the **\$9.1 million fundraising goal** was raised for the campaign from **658 donors**.

Significant contributions in 2023 came from community partners, including the Riedman Foundation, Hoselton Foundation, Mother Cabrini Health Foundation, Golisano Foundation, Daisy Marquis Jones Foundation, Paychex Foundation, LeFrois Builders & Developers and Wegmans.



Homes with Heart improvements include open one-floor living spaces, amenities such as walk-in showers and accessible tubs, wider hallways, new walkways and more. Learn more at HCSHeart.org.



GIVING BACK

Timeisha Manley

Timeisha Manley has a great memory, always remembering the birthdays of her friends and the names of the people she has met over the years. She has enjoyed the Heritage Christian Services **respite program** for years, often spending her weekends at Respitelodge in Chili and Respitewood in Webster. They provide her opportunities to connect with her community, and the gift of time to her family and caregivers to devote to other areas of their lives.

In fall 2023, Timeisha and her friends at 1280 Nine Mile Point day habilitation in Webster helped fill shoeboxes with gifts for children all over the world as part of the International Shoebox Ministry. The gifts were presented by Timeisha to the Episcopal Church of the Good Shepherd in Webster, and sent out just in time for the holidays.

HERITAGE CHRISTIAN SERVICES SUPPORTS

7 Respite Programs

30 Day Habilitation Programs

65 Certified Residential Homes



ACHIEVING INDEPENDENCE

Maricela Perez

When she was younger, Maricela wanted three things for herself: her own living space, to go to college and get a job. With guidance from her circle of support, she attended Nazareth University, moved into her own home and has meaningful work at Jewish Senior Life. "I am so proud of the amazing, independent woman my daughter has become," says Maricela Guzman, her mother.

In the Greater Rochester area in 2023, Heritage Christian hired 13 new **fiscal intermediary coordinators**, including one bilingual coordinator, to support people in many different ways. In western New York, four new staff members joined the fiscal intermediary team, including a new customized support associate director. The agency also established a housing coordinator position to help support nearly 200 people with housing subsidies.

2019	591	PEOPLE SUPPORTED ACROSS THE AGENCY THROUGH SELF-DIRECTION
2020	860	
2021	1134	
2022	1377	
2023	1590	

HAVING CHOICE

Angelina Cheng

Angelina Cheng and her family chose self-direction support in 2018. Her circle of support linked the family to a respite provider who speaks both Chinese and English, and who provides after school respite for her in Amherst on a regular basis.

"It's impossible to think of what Angelina will want decades from now," her father Chong says. "It puts me at peace to know we will still have the support we need many years from now."

The **self-direction** team at Heritage Christian has added 250 new people to the program and, for the first time in program history, supported over 1,600 people across the Finger Lakes and western New York. This makes it the fastest growing sector of the agency, offering services that meet each person's unique needs.

250

New people in the
self-direction program

1,600

People supported across
the agency in 2023



BUILDING A CAREER

Chris Wells

Chris Wells has worked at the Olive Garden in Victor for 13 years, where he has become a trusted and reliable team member at a busy and dynamic location. The Employment Alliance at Heritage Christian Services helps match people with employment opportunities in their community. For Chris, the challenge was finding the place he felt most comfortable. When an opportunity arose at Olive Garden, Chris jumped on it and hasn't looked back. "I love what the Employment Alliance has done for Chris," says Tony, his father.

In 2023, the **Employment Alliance** supported nearly 425 people throughout the Finger Lakes and western New York, including connecting over 50 people to meaningful employment, supporting 150 students in building pre-employment skills, helping 40 people get jobs and 16 people earn paid internships.

50+ People connected to meaningful employment

150 Students built pre-employment skills

40 People got jobs

16 People earned paid internships



MAKING CONNECTIONS

Aiden Clere

Aiden Clere has been a part of Springdale Farm’s day habilitation program since 2021, and has formed a special bond with the animals there.

“Being around animals has allowed Aiden to come out of his shell,” says Denise, Aiden’s mother. “He connected with the farm the very first day we brought him here.”

In 2023, Heritage Christian Services renewed its partnership with Monroe County and successfully reopened Springdale Farm activities to the public, including seasonal events and educational opportunities for local school districts, 4H programs, colleges and more.




INCLUSIVE Community Programs

Heritage Christian Services offers inclusive community programs, creating opportunities for recreation, community giving, personal development and more. As we re-emerged from difficult pandemic times, so did the support for these programs.



 Springdale Farm reopened to the public in 2023, and hosted many community events. **Over 1,300 people** attended public events at the farm. SpringdaleFarm.org.

 Our three Expressive Beginnings Child Care locations support 500 children, from infants up to age 12, in Greece, Henrietta and Webster. **Expressive** BeginningsChildCare.org

 The Pieters Family Life Center supported **1,200** visits for water walking therapy, **997** visits for personal therapy, **2577** visits for physical therapy and **3,479** visits for senior fitness. PietersFamilyLifeCenter.org.



Heritage Christian Services offered horsemanship and therapeutic riding sessions to more than 125 riders, including children, veterans and people with disabilities. HeritageChristianStables.org

 International Ministries, funded by A Second Thought Resale Shop, shipped **over 50 wheelchairs, as well as other mobility aids,** to support people living in Guatemala. ASecondThought.org

2023 EXECUTIVE TEAM

- Drew Bielemeier**
Senior Vice President of Operations
- Anne Brett**
Director of Administrative and Governance Operations
- Chuck Collard**
Regional Vice President of WNY Operations and Advancement
- Kate Freemantle**
Controller
- Marisa Geitner**
President & C.E.O.
- Michelle Labossiere-Hall**
Vice President of Clinical and Finger Lakes Residential
- Donna Mostiller**
Senior Vice President of People and Culture
- Anna Mulcahy**
Senior Vice President of Finance
- Leonard Munthali**
Vice President of IT
- Julie Owen**
Vice President of Finger Lakes Customized Supports
- Joanie Parker**
Vice President of Employment, Education and Finger Lakes Day Services
- Vicki Reina**
Vice President of Quality Advancement
- Dan Ross**
VP of Corporate Compliance and Risk Management
- Laura Ryan**
Business Analytics and Strategy, Advisor to the President
- Mark Zawacki**
Executive Director of Foundation, Vice President of Advancement

Heritage Christian Services LEADERSHIP

2023 AGENCY BOARD OF DIRECTORS

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- Dr. Lisa Durant-Jones
- Dr. Sasha Eloi-Evans
- Patricia Feola
- Carl Grayson
- Sanjay Mathur, *Vice-Chair*
- Chris Muller, *Vice-Chair*
- Rebecca Priest
- Dr. Ryne Rafaele
- Maria J. Reed, Esq., *Secretary*
- Jim Reitz
- Randi Reinhardt
- The Rev. Angela D. Sims, Ph.D.
- Susan Stockton, *Board Advisor*
- David Vaden, *Treasurer*
- Richard Vander Horst
- Cynthia Voelker

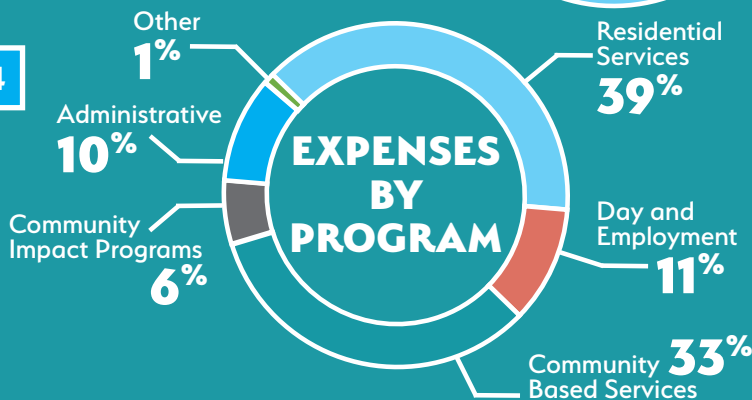
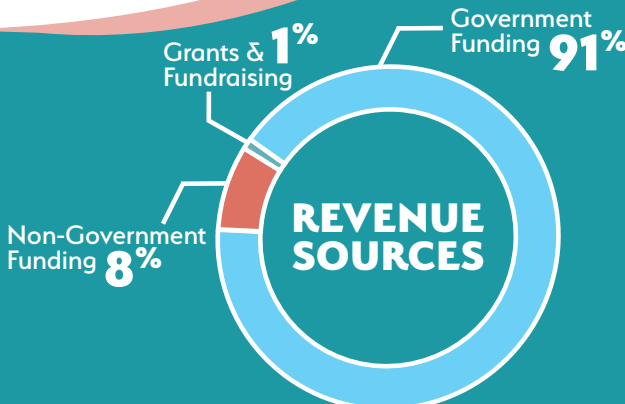
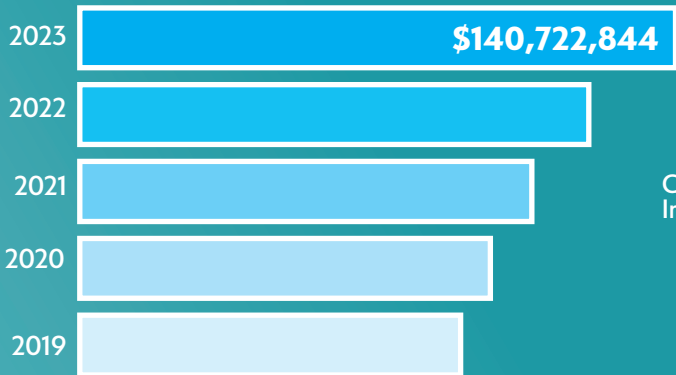
2023 FOUNDATION BOARD OF DIRECTORS

- Lisa C. Arrington
- Kevin Best, *Treasurer*
- Betsy Brugg
- Geoff Cook
- Paul D’Aiutolo
- James Goetz
- Drew Hoselton
- Patricia Larrabee
- Scott Lefebvre, *Chair*
- Suzanne Nye
- Paul O’Leary
- Mike Osborn, *Secretary*
- Joseph R. Wilson
- Mary Richardson
- Stephanie Seiffert, *Vice Chair*
- Marian Turner
- John Ward

FINANCIALS at a glance

REVENUE

(compared with previous years)



BENEFITS INCLUDE:

**Getting back more
than you put in.**



Scan or text
HIREME@HCS
to 97211

Our agency is committed to elevating the employee experience. Working at Heritage Christian Services offers a meaningful job with many personal rewards.

CORPORATE OFFICE

275 Kenneth Drive, Suite 100

Rochester, NY 14623

T: (585) 340-2000 | F: (585) 340-2006

TDD: (800) 662-1220



HERITAGE
CHRISTIAN SERVICES

People of possibility

REGIONAL OFFICE

130 John Muir Drive, Suite 106

Amherst, NY 14228

T: (716) 743-2020

F: (716) 743-1838

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