



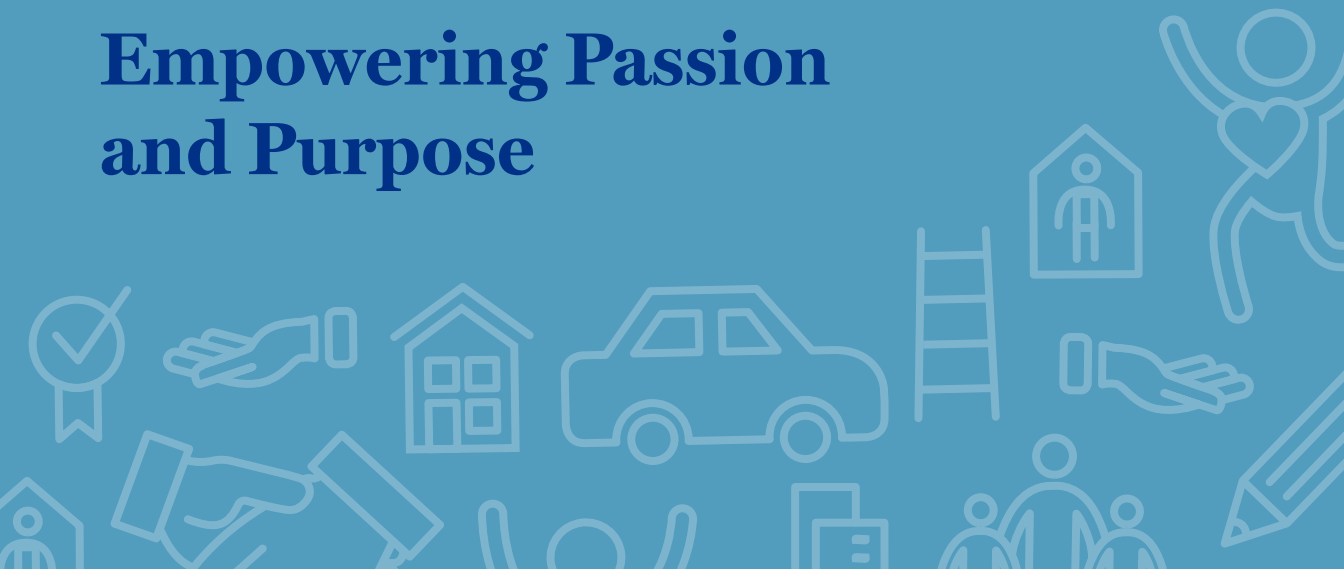
**Penn-Mar
Human Services**

Transforming Life Into Living



Annual Report 2019

Empowering Passion and Purpose



MISSION

The mission of Penn-Mar Human Services is to transform life into living for individuals, families, our staff and volunteers. We do this by providing support services, as a team, to individuals with disabilities or human service needs in ways that promote value, independence, and self-determination.

VISION

Our vision is to be a national leader impacting policymakers and organizations committed to supporting the transformation of life into living.

Dear Families and Friends of Penn-Mar Human Services:

We often hear people in the industry refer to Penn-Mar Human Services as the best-in-class model among organizations delivering supports for people with disabilities. This is a distinction we work tirelessly to achieve – and enhance – each and every day.

Essentially, we are in the “people” business. Yet everything we promise is dependent on having a team of professionals who are not just committed, but more importantly, passionate, about the role they play in transforming other people’s lives; the lives of some of the most vulnerable and often overlooked members of our society.

This past fiscal year was both challenging and transformational as it brought us closer to our ultimate goal of Empowering Passion and Purpose for both our team members and the people we support.

ONE PENN-MAR

Organizationally, this was the year we became One Penn-Mar. We embarked on an internal branding project that involved cross functional teams engaged in surveys and focus groups to take the pulse of the organization. Our goal was to find out what was important to our team members, what was working, and what we could do better to support individuals with intellectual disabilities.

We used these fact-based insights to develop our 2019 Strategic Plan that laid out three clear strategic imperatives.



Gregory Miller
PRESIDENT/CEO
PENN-MAR HUMAN SERVICES



Jonathan Kinsley
CHAIRMAN OF THE BOARD

MESSAGE TO DONORS (CONT'D)

- **Transforming our team members' work experience so that each member is fully valued, supported, engaged and accountable to our shared mission and values.**
- **Supporting individuals as they optimize their lives in a person-centered culture.**
- **Building the reputation of PMHS as an innovative leader advocating for best practices supporting individuals with intellectual disabilities and sharing expertise with others.**

Every important action that we took in this past year directly supported these strategies. They created a culture of One Penn-Mar, where everyone would be held accountable and recognized in the same way.

To support this new culture across state lines, Jackie Stevens, formerly our Chief Operating Officer for Pennsylvania, took on the role of COO for all of Penn-Mar Human Services, overseeing both our Pennsylvania and Maryland operations. She has been invaluable in helping us to identify where the organization's strongest resources are as it relates to internal talent, ensuring that everything we do aligns around our strategic imperatives and helps us to attract a committed workforce to support the Penn-Mar mission.

NEW DIVISION OF PENN-MAR

In March, after several months of exploration and collaboration, Penn-Mar Human Services entered into a formal agreement with Westminster, Maryland-based Change Inc., to initiate the merger of their organization into the Penn-Mar Human Services family. Change Inc. provides many of the same supports as we at Penn-Mar, among them, customized employment, day services with a focus on community participation, personal supports and respite care.

Change Inc. will be a division of Penn-Mar Human Services and continue to operate their current programs and supports in the same locations where they currently exist. They serve approximately 160 individuals with disabilities through a staff of approximately 120 team members.

Mike Shriver, the former CEO at Penn-Mar, and Executive Director of Change, Inc., was charged with overseeing the merger of the two organizations. He was joined by a Transition Leadership Team that included Jennifer Mettrick, Director of Operations, Change, Inc.; Kathy Rogers, Chief Advancement Officer; and Jackie Stevens, Chief Operating Officer.

There is widespread excitement at Penn-Mar about how all of this is going to integrate and catapult us to leading the industry as we become the model of how a strategic merger between two strong organizations can work. The merger is expected to be fully executed by January 2, 2020.

LIVING THE VISION

As you read through this Annual Report you will see how aggressively we have moved to ensure that the passion of our team members – and the people we support – can shine.

A program we initiated this past year called *Live Your Legacy* is designed to re-invigorate the Penn-Mar workforce, creating a culture of excellence and growth at all levels of the organization. It's a tremendous tool to help everyone who works at Penn-Mar live their best life.

To that end, we are providing our team members with the most robust training in the industry, the best skills available. We've tasked **Penn-Mar's Learning & Development Department** to go "above and beyond" in its offerings to enhance and implement our key strategic initiative to attract and retain the best team members in the industry.

And nowhere is that call to Empowering Passion and Purpose more evident than in the accomplishments of Penn-Mar **DSP Essence Kehr** who earned the prestigious Level III certification through our Career Ladders national training and credentialing program. Essence is a shining example of the commitment and passion of this dedicated workforce whose vital contributions to people with disabilities often do not receive the recognition and compensation they so rightfully deserve.

ACCOMMODATING NEW SERVICE DELIVERIES

Following the successful 2018 opening of our Far Hills Learning Center in New Freedom, PA, we turned our attention to fully evaluating our headquarters space in Freeland, MD. There we are making significant changes to accommodate future growth and, as with the Far Hills design concept, addressing the new way our services are provided.

The goal of both of these ambitious projects – and Penn-Mar's reason for being – is to provide our team members with the highest quality resources to ensure that every person that we support is empowered to live a meaningful life based on their terms, aligned with their dreams.

UNRELENTING ADVOCACY

In the spring we met with Pennsylvania Governor Tom Wolf to personally advocate and educate him about the value of our DSPs and the critical services that Penn-Mar provides to a vulnerable and growing population.

We are keeping the pressure on both the Maryland and Pennsylvania legislatures to support competitive wages and opportunities for DSPs. The national average turnover rate of 45% is a severing of critical bonds, repeatedly and forever broken, between DSPs, families and the individuals they support. We need to stem this tide before it becomes too late.

Our initiatives and accomplishments in this past year have been nothing short of stunning. But we would not have been able to dream, let alone succeed, without the continuing support of our generous donors. We are proud to share with you in this Annual Report all that your generosity has made possible.



Gregory Miller



Jonathan Kinsley



IMPACT METRICS

50 (PA) / **48** (MD)

people directly employed by local businesses in PA and MD

23

DSPs entering the program in Fall 2019

54

DSPs in Career Ladders (as of 6/30)

\$700,000

raised at Black Tie Gala

14

DSPs certified

42 (PA) / **38** (MD)

businesses that directly employ people we support in MD and PA

98 (PA)

107 (MD)

people receiving day services at our Day Learning Centers

698

team members receiving 2,765 hours of leadership training

54% (PA)

37% (MD)

programming that takes place in the community

31,408 (MD)

total hours of support for people living in a home or apartment of their choosing

481

people engaged in 3,951 team member training hours

5,967 (PA)

6,912 (MD)

rides provided to people to and from community based jobs

26 (PA) / **30** (MD)

residences operated by Penn-Mar.

100%

people who come to day services participating in integrated community activities

85 (PA) / **7** (MD)

families receiving respite services

638

people served by LISS

2,183

services provided through LISS

The Better We Do, the Better We Become



It might be surprising to know that people employed in the human services field more often than not cite a lack of leadership, rather than the demands of their work, for the reason they leave their job. At Penn-Mar we committed ourselves to changing that dynamic.

Following an organization-wide study to assess our workplace culture, we developed a proactive internal program called *Live Your Legacy* dedicated to building an environment where the passion of our team members could shine and ensure that “the better we do, the better we become.”

People who have dedicated their lives to supporting people with disabilities deserve nothing less than respect, transparency, honest communication, collaboration and a culture of excellence and growth at all levels of the organization. That’s what this program gives them.

STRENGTHENING OUR CULTURE

Using training sessions and a comprehensive internal communications campaign, we set out to strengthen our culture by providing team members with expanded life experiences, both internal and external, including career education and personal growth opportunities, supported by renewed respect and appreciation across the organization.

In doing so, we are continually validating their hard work and sacrifices and reinforcing how their counsel and care ease the minds of loved ones. Most importantly, we are making team members feel that they are part of something bigger by transforming their own lives as well as those they work alongside every day.

BUILDING A LEGACY OF GOOD

While working at Penn-Mar, each person needs to feel that they are building a legacy of good for themselves and the Penn-Mar community - from fellow team members to the people we support and their families, and beyond. Secure in that goal, they will be able to provide strong leadership, whatever their title or responsibilities, and ensure that Penn-Mar is a place where people want to work and thrive.

Live Your Legacy aligns perfectly with our strategic goal to transform our team members’ work experience so that everyone who works here feels fully valued, supported, engaged and accountable to our shared mission to transform *life into living* for the people we support.



Going Above and Beyond to Attract and Retain the Best

Of the many investments Penn-Mar has made over the past two years, perhaps one the most significant has been the organization's commitment to the training and development of its team members. Laser focused on recruitment and retention, Penn-Mar's Learning & Development Department has been tapped to enhance and implement this strategic initiative.

Our organization's reputation for innovative problem-solving and program implementation has been built on a foundation of bold thinking and initiatives that continually go above and beyond.

Rather than just meeting the Pennsylvania and Maryland industry regulatory requirements, for example, Penn-Mar exceeds them to give team members the most robust training in the industry.

Our onboarding process for new hires has been revamped to be more modern, engaging and interactive. It now incorporates our new *Live Your Legacy* initiative that explores how team members can align their own personal goals and values to Penn-Mar's core values and mission of transforming life into living for the people we support.

We also introduced a two-day Coach Approach program to teach leaders how to engage with team

members and the people they support in a way that helps them to become better decision makers and to grow professionally and personally.

The Department continues to attract participants to our successful Career Ladders program which gives Direct Support Professionals (DSPs) recognition for performing important work through a national credentialing program that provides wage enhancements and rewards their professionalism. This program is helping to improve Penn-Mar's employee recruitment and retention efforts, and addresses the challenges of an increasingly demanding employment environment that is plagued with high turnover.

Another dimension of our leadership development program is the use of an assessment tool to measure Dominance/Influence/Steadiness and Conscientiousness (DiSC). These findings help leaders to be more self-aware of how they come across to others as they better understand what they bring to an interaction.

Lastly, our training team integrated a new, enhanced learning management system (LMS) that will improve efficiencies for staff in terms of sharing their training progress on a more modern technology platform.

These investments in training are helping us to significantly improve our retention rates and attract passionate new team members who are looking for strong leadership in an open, supportive workplace.

Achieving at the Top of Her Field

Penn-Mar's Career Ladders program for Direct Support Professionals (DSPs) continues to empower a workforce whose expertise and dedication are essential to the success of the organization and the people we support.

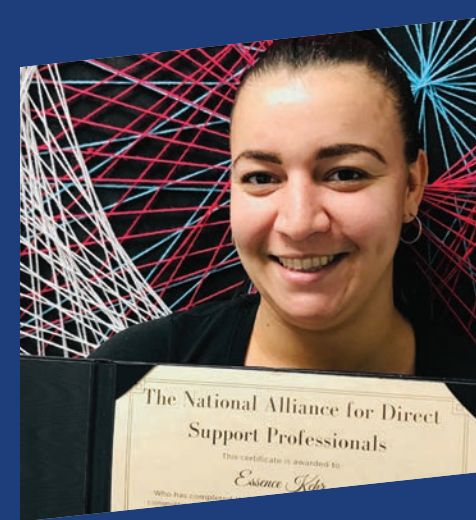
The program's Level III certification, offered through the National Alliance for Direct Support Professionals (NADSP), is one of the most prestigious and impressive levels of training that someone working as a DSP can complete. In fact, only 10 DSPs in the United States have earned this distinguished accreditation; two of whom are Penn-Mar Human Services employees.

One of them is Essence Kehr, a DSP at Penn-Mar Human Services for six years. For her, achieving her DSP-III certification was all about learning how to provide the best supports she possibly can.

"Having this certification has filled me with pride, but it's the process that has taught me a lot," said Essence. "It has opened doors that have helped me figure out how I can do things I didn't even know were out there."

EMPOWERING ADVOCATES

Essence's job is often all-encompassing. "A typical day involves giving a lot of emotional support," she said. "What I value the most is the opportunity to be a part of so many people's lives, daily interactions, and achievements. I love supporting them when they're having bad days, or helping them through things where they could use a little help."



Essence Kehr
PENN-MAR HUMAN SERVICES DSP

Essence's passion for her job and for enhancing the supports for the people she works with were the motivating forces throughout her Career Ladders training. She is passionate about advocating for people with disabilities and her daily goal is to instill confidence in them to empower them to advocate for themselves.

Although being a DSP is a lot of work, Essence genuinely loves everything about her job. "In my work at Penn-Mar, I am continually reminded that there is always room for growth; this isn't a field that's black and white. You have to be constantly changing and willing to adapt because you're dealing with individuals with specific personalities. You learn a lot about yourself along the way."



Elevating Service Delivery Today and in the Future for People with Disabilities



The Penn-Mar Foundation

Traditional funding sources alone are not enough to support a person with an intellectual disability to live their “best life.” The Penn-Mar Foundation, along with other community and corporate foundations, plays a vital role in funding innovative services that are driving a better future for the people we support.

The Foundation’s vision is to ensure the highest quality of life for people with intellectual disabilities by strengthening the workforce that is the lynchpin to achieving success; promoting a life of full inclusion in the community regardless of a person’s financial means; and accelerating social and economic mobility for people with disabilities through the exploration and testing of innovative approaches that could influence communities of practice on a national scope.

SETTING AND EXCEEDING GOALS

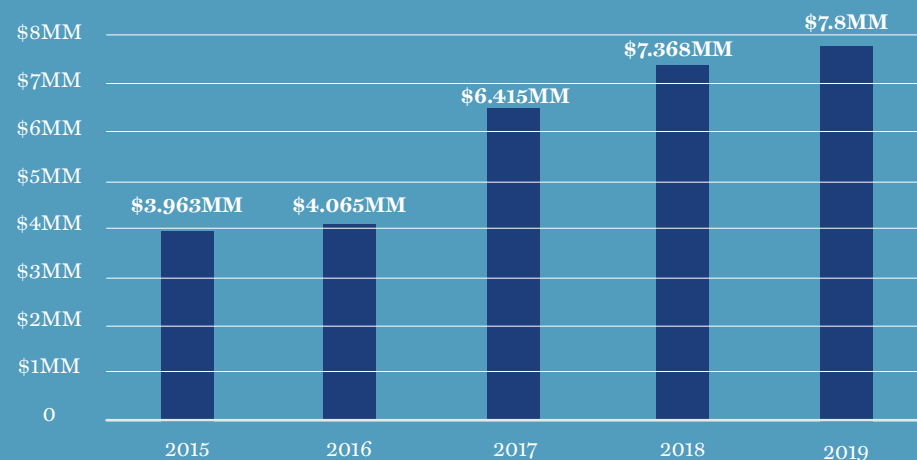
The Foundation raises money through the generosity of donors who pledge and contribute today along with those who leave their legacy through a planned gift. Our annual Gala is a significant source of revenue and raised over \$700,000 in March 2019. The Foundation currently holds \$6.3MM in assets under management, a 14.5% increase over last fiscal year. Current net assets are \$7.8MM representing an 11.7% increase over the previous year. Not all the charitable funds are endowed, but those that are ensure Penn-Mar Human Services’ ability to go beyond the basics and innovate for excellence for generations to come.

Distributing money wisely to further the goals of Penn-Mar Human Services (PMHS) is guided by the Board of Directors and the PMHS Strategic Plan. In FY2019, the Foundation invested over \$250,000 to support key workforce retention strategies such as Career Ladders, the Team Member Care Fund, and an in-depth study to examine workplace culture and how to better connect team members to the organization and communicate in ways that make them feel valued. We are beginning to see a positive trend with year over year voluntary resignations decreasing by 12% and believe that continued investment in this area will bend the curve on what is a national workforce crisis.

The Foundation is grateful for the support of generous donors who believe in our vision. For more information on ways to support the Penn-Mar Foundation, contact Kathy Rogers, Executive Director at kathyrogers@penn-mar.org or 443.491.9657.



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*The Penn-Mar Foundation Net Assets include pledges receivable. Only signed pledges are booked as receivables and do not include bequests.

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ANNUAL REPORT 2019 DONORS

Penn-Mar Human Services and the Penn-Mar Foundation relies on the support from the community to transform life into living for adults with disabilities.

In FY 2019, more than 500 individuals and organizations made charitable donations totaling more than 1.5 Million dollars. Every effort has been made to ensure the accuracy of the list of donors. If we have inadvertently misspelled or omitted your name, please accept our apologies and contact the development department at 717.942.8347 so we can correct our records.

PENN-MAR HUMAN SERVICES CIRCLE OF DONORS

Represented on this list are the individuals who contributed more than \$100 and businesses/organizations that contributed \$500 or more to benefit Penn-Mar Human Services between July 1, 2018 and June 30, 2019. If you would like to become member of the Circle of Donors, learn more at penn-mar.org/foundation.

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MEMORIAL DONATIONS

Each year Penn-Mar Human Services receives many gifts in memory of loved ones or friends. The following is a list of people remembered through memorial gifts received between July 1, 2018 and June 30, 2019. If you would like to make a contribution in memory of someone special, please visit penn-mar.org/foundation

Mr. Charles Kight
Mr. Murray Stang
Mr. Justin Parsons
Mr. Anthony F. Capezio
Mrs. Mary Ann Hand
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THE PENN-MAR FOUNDATION

To date, the following donors have made generous commitments to one of the Penn-Mar Foundation Endowed Funds General Endowment or the Michael J. Pitts Endowment for the Advancement of Direct Support Professionals.

To learn more about supporting the Foundation, please call 443.491.9657

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LEGACY SOCIETY

Members of this esteemed society have included Penn-Mar Human Services in their wills or as a beneficiary in their retirement plan, insurance policy, CD or bank account; others have established a charitable gift annuity or trust to benefit the organization. To learn more call 410.343.1069 x 227

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EMPLOYERS TRANSFORMING LIFE INTO LIVING

Organizations listed below provide competitive integrated employment for the individuals Penn-Mar supports.

Bio-Medical Recovery System
Buffalo Wild Wings Hanover
Panera Bread 0798
Books A Million - York
Peachbottom Elementary School
Brothers Services Company - Hampstead
Edible Arrangements
Perform Group LLC
Sons Of Sicily
Chick-Fil-A- Cockeysville
Hunt Valley Catering
Gesher LaTorah
Central York School District - Middle School
Schmuck Lumber
North Hills Elem School
Sea Solar Power
McDonalds
Sample Express
Tremont Vending
Gastro Associates of York
Dallastown Area Intermediate School
NAPA Auto Parts-Hunt Valley
ShopRite-Timonium (AO)
Glatfelter Insurance
Apple Automotive
Smith Village & Home Furnishings
Snack America
SpiriTrust Lutheran



EMPLOYERS TRANSFORMING LIFE INTO LIVING (CONT'D)

- | | | |
|---|---------------------------------------|---|
| Giant Food Store | Archetype Frameless Glass | Bill Batemans |
| Olive Garden | True Value | Manor Tavern |
| Archetype Frameless Glass | Bio-Medical Recovery System | Panera Bread 0986 |
| A&R Rental Center | Crescent Industries | Maple Press |
| California Pizza Kitchen | Giant-Bel Air | Sample Express |
| YMCA - Downtown Branch | Bank of America- Hunt Valley | Panera Bread 0986 |
| Bio-Medical Recovery System | Brick Bodies- Timonium | Wolfgang Confectioners |
| Caprichos Books | SpiriTrust Lutheran | Dairy Queen (Roosevelt Ave.) |
| Manor Tavern | Nalley Fresh- Hunt Valley | Home Goods |
| Infinitos Pizza (Northgate) | Safeway-Phoenix | Gold's Gym - Shrewsbury |
| Reisterstown Boarding Kennels, Resort & Spa | Regal Cinema | Stewartstown Elementary |
| California Pizza Kitchen | Taco Bell | York Ice Arena |
| Weis Markets #240 | West Liberty Child Development Center | Aaron Enterprises |
| Red Lion Area School District | Graul's Supermarket-Parkton | Perform Group LLC |
| Burger King (New Freedom, PA) | Normandie Ridge/Albright Care | Sample Express |
| Shrewsbury YMCA (new) | Saubel's Market | Summit Grove Camp |
| South Eastern Intermediate School (SESD) | Dallastown Area High School | McDonald's Restaurants |
| Advanced Vein & Laser Center | Wolfgang Confectioners | Hayshire Elementary |
| Hanover Railside Family Diner | Wendy's Restaurant | Maple Press |
| Summit Grove Camp | Bank of America- Hunt Valley | South Western School District |
| Cracker Barrel New Freedom | Apple Car Wash Express | Maple Press |
| Hampton Inn - Hanover | The Haven at Springwood | Central York School District |
| VFW | Suburban Bowlerama | Goodwill Retail Store and Donation Center-Hampstead |
| Summit Grove Camp | Graul's Supermarket-Parkton | Flowers by Cindy |
| Pizza Hut Mt. Rose | Wendy's-Springwood | Hanover Area YMCA |
| Custom Engraving Studio | Home Depot Shrewsbury | McDonald's-Littlestown |
| Weis Markets | Gordon Recycling | Sample Express |
| ShopRite - Jacksonville | ShopRite-Timonium (MD) | Big Lots (Hanover) |
| Panera Bread 0798 | PetSmart- Towson | White Rose Credit Union |
| Royal Farms | Wegmans | Hampton Inn - Shrewsbury |
| Cintas | Giant - Cockeysville | Bonkey's Ice Cream & Snoballs |
| | BC Brewery Inc | Infinitos Pizza (Queen Street) |
| | Buffalo Gap Outfitters Ltd | Cape Horn Pet |
| | | Weis Markets #240 |

Penn-Mar Human Services Revenue & Expenditures

FOR FY15 TO FY19

Sources of Revenue

	FY15	FY16	FY17	FY18	FY19
Maryland Program Fees	\$13,315,742	\$14,040,867	\$14,688,732	\$14,996,957	\$15,223,221
Pennsylvania Program Fees	\$9,968,650	\$10,901,603	\$11,312,924	\$13,502,577	\$15,331,481
Consumer Fees	\$1,085,453	\$1,136,493	\$1,145,203	\$1,179,705	\$1,183,101
Industrial	\$155,881	\$183,986	\$108,263	—	—
United Way & Community Support	\$512,300	\$763,074	\$847,635	—	—
Community Support	—	—	—	\$1,153,879	\$1,367,411
Total Revenue	\$25,038,027	\$27,026,026	\$28,102,757	\$30,833,118	\$33,105,215

Expenditures

	FY15	FY16	FY17	FY18	FY19
Wages	\$15,069,045	\$15,882,382	\$16,901,888	\$18,883,118	\$20,496,959
Benefits	\$3,390,753	\$3,692,879	\$3,818,486	\$4,329,917	\$4,782,582
Non-Employee Costs	\$6,443,447	\$6,776,080	\$7,158,702	—	—
Direct Program Costs	—	—	—	\$7,350,086	\$8,119,842
Total Expense	\$24,903,245	\$26,351,341	\$27,879,076	\$30,563,121	\$33,399,383

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CORE VALUES

Our values serve as the foundation of our organizational culture, key measures of our success, and the underlying principles that guide how we transform life into living at Penn-Mar Human Services. We live them through our daily interactions with our stakeholders (individuals we support, team members, families, volunteers, and community partners), through our service delivery methods, human resource practices, and recognition programs.



**Penn-Mar
Human Services**

Transforming Life Into Living

www.penn-mar.org



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