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DIAKON LUTHERAN SOCIAL MINISTRIES & DIAKON CHILD, FAMILY & COMMUNITY MINISTRIES

Pennsylvania Synod and its congregations. Through Many Hands, guided by One Heart, Diakon serves people in need of all ages, especially those with limited financial resources. Mark Pile, president/CEO since 2010, retired the end of 2020. The Diakon board of directors named Scott D. Habecker as president/CEO, effective Jan. 1, 2021.

In 2020, Diakon provided \$20.2 million in benevolent care, including \$2.65 million within the synod.

Along with other Diakon senior living communities, Manatawny Manor in Pottstown focused throughout the COVID-19 pandemic on keeping staff members and residents safe. Measures included cohorting of positively testing residents, self-quarantining for staff who test positive, use of personal protective and negative air-pressure equipment and in-person visitation limitations. In 2020, Manatawny Manor served 866 residents and family members.

Diakon sold its second senior living community in the synod, Twining Village near Holland, Bucks County, in the fall of 2020 to a health care group. The decision was made because of the need for capital expansion and renovation at multiple Diakon senior living communities; the sale positioned Diakon to begin those projects while simultaneously transitioning what is now called Holland Village to a group with regional operations.

The pandemic also had a significant impact on Diakon Adult Day Services, which operated a center on the Manatawny Manor campus offering daytime assistance to those living at home or with a relative. Both the Pottstown center and one in Maryland closed permanently in the fall of 2020, the result of an inability of this type of in-person service to remain open. Overall, the Pottstown center served 56 during the year.

Diakon Youth Services aids teens from Delaware, Chester and Lancaster counties. Program such as Bridge and Turning Point serve those ages 11 to 18 by providing accountability-focused counseling and monitoring programs to prevent out-of-home placement. Participants also sometimes are served by the Weekend Alternative Program, located at the Diakon Wilderness Center near Boiling Springs in Cumberland County. Diakon Youth Services adapted to the pandemic by providing both physically distanced in-person and virtual services. Diakon also operates a Youthful Offenders Program, which focuses on young adults from Bucks County; those who successfully complete the program can have their felony charges reduced or eliminated.

Diakon Family Reunification and Preservation Services grew during the year, aiding both children and families in Bucks and Delaware counties. The reunification program is designed to aid children and youths in out-of-home placements such as foster or residential care in their transition home. The intensive family preservation program serves children returning home from foster care, residential or other out-of-home placement as a way to ensure success of the reunification. In 2020, the two programs served 160 families and 354 children in Bucks and Delaware counties.

Additional services within the synod include Diakon Adoption & Foster Care, which works with resource families in meeting the needs of waiting children and teens in Bucks, Montgomery, Delaware and Chester counties. Separately, Diakon manages Pennsylvania's Statewide Adoption & Permanency Network, or SWAN, meaning the Diakon organization plays a role in all public adoptions. In 2020, that work had an impact on the lives of more than 8,500 children and youths within the Southeastern Pennsylvania Synod, as well as nearly 4,000 family members in the region.

We thank God for the gifts of staff, volunteers, congregations, donors and board members who enabled us last year to touch the lives of some 15,000 people within the synod, while maintaining our more-than-150-year ministry.

Scott D. Habecker, CPA, CGMA

President/CEO

GEMMA SERVICES



SOUTHEASTERN PENNSYLVANIA SYNOD ASSEMBLY REPORT, 2021

Gemma Services was formed in November 2019 when Silver Springs – Martin Luther School merged with the Village, another nonprofit dedicated to serving the needs of at-risk children and families in the Philadelphia region. Since then, much work has been accomplished to bring our programs and infrastructure together to be able to expand our programs and serve even more kids and families who need our support. In November 2020, Gemma’s Board of Directors made the difficult decision to close our Rosemont residential treatment program and school, formerly of the Village, after many years of financial struggle for this program. Despite this sad news, the future for Gemma is bright and we are steadfast in our commitment to evolving as needed to help those in need in our communities.

Today, Gemma has three locations and provides services for more than 3,000 children and families each year from throughout Southeastern Pennsylvania and surrounding counties and the state of Delaware who were experiencing emotional and behavioral difficulties. Our services include: Psychiatric Residential Treatment for children ages six to 14; Martin Luther School, an Approved Private School for students needing special education; and Community Based Programs including Foster Family Care and Adoption Services; a Family Empowerment Center, Intensive Behavioral Health Services that help children and families in their homes and schools; Outpatient Mental Health Services, and In-Home Protective Services programs. Our work is guided by our vision of a world in which all children, youth, and families feel valued and have the tools to realize their highest potential.

Residential Treatment Programs – During Fiscal Year (FY) 19/20, the Residential Treatment (RT) Program on our Plymouth Meeting campus served 103 boys and girls ages six to 14. Many of the children and youth we serve have experienced traumas such as physical abuse, sexual abuse, neglect, abandonment, multiple foster home placements, and other extremely difficult circumstances such as poverty, domestic violence, parental mental illness, or drug addiction. Our skilled and trained staff members embrace a trauma-informed approach to assist children and youth heal from the aftereffects of their traumas, learn skills to help them better manage feelings and behaviors, and reach for stable and bright futures.

The RT Program provides therapeutic living environments that include individualized treatment, supervision, care, and nurturing for children and youth 24/7/365. Our approach includes an outcome-oriented treatment, psychiatric evaluations and medication management as necessary, trauma-informed therapies, case management, behavior management, and health care. All services are provided with the valued participation of biological, adoptive, and/or foster families. While in our care, we provide for the children and youth’s clothing, mental health, and physical health needs. Additionally, our programs include therapeutic activities programming to ensure that the children and teens experience joy and opportunities for creative expression.

Community Based Programs – Our Community Based Programs provide services for children and families in community settings and encompass: Outpatient Mental Health Services; Foster Family Care and Adoption services; Intensive Behavioral Health Services that support a child at

home and school; a Family Empowerment Center, and an In Home Protective Services program to help children and families avoid further involvement with the child welfare system. These programs are provided from one of our three Philadelphia-area locations (Plymouth Meeting, Mt. Airy, and Southwest Philadelphia). Last year, these Community Based Programs altogether served 1,480 children and families/caregivers.

Martin Luther School – During FY19/20, Martin Luther School, located on our Plymouth Meeting campus, served 245 students in Kindergarten through 8th grades. A Pennsylvania Approved Private School providing special education for students whose emotional and behavioral difficulties are interfering with their education, Martin Luther School provides an individualized educational program to meet the educational and social and emotional learning needs of children. Students are referred from their home school district or charter school, and from Gemma’s Residential Treatment Program. Each child has an Individual Educational Plan that identifies their instructional needs and specific accommodations needed. Martin Luther School is located on a beautiful 35-acre campus and facilities include a gymnasium, outdoor recreational facilities, a library, computer lab with technology instruction, reading specialists, speech therapy, occupational therapy as needed, art and music programming, and small student to teacher ratios in the classrooms.

Your Partnership: More than 50 Lutheran congregations of the Southeastern Pennsylvania Synod actively support Gemma Services in our efforts to meet the needs of the vulnerable and at-risk children and families we serve. We are grateful for these generous and supportive partners. Relationships with congregations of other denominations, individual friends and supporters, community groups, and philanthropic foundations combine to comprise a mosaic of support that demonstrates “fervent love is an action.” Gemma Services is proud of our founding (as Silver Springs – Martin Luther School) as a Lutheran Social Ministry Organization. Even though after our merger, our organization is no longer officially a Social Ministry Organization of the ELCA, we remain dedicated to our history and values and are pleased to share that our President and CEO, Kristen Gay, Ph.D., serves on the board of Lutheran Services in America (LSA).

To learn more about our programs, please visit www.gemmaservices.org. When it is safe to do so, if you would like to schedule a visit and tour, please contact Lynn Unipan, MSW, CFRE, Chief Development Officer, at (610) 825-4440 x3206 or Lunipan@gemmaservices.org.

Thank you for partnering with us to help hope shine for vulnerable children, youth, and families!

GOOD SHEPHERD REHABILITATION NETWORK

March 2020 to February 2021

Good Shepherd Rehabilitation Network is a nationally recognized, not-for-profit rehabilitation leader committed to transforming lives through expertise, innovation and compassion. Good Shepherd provides an exceptional patient experience for all ages and stages by developing leading-edge solutions, often for complex medical situations; serving as a test site for the newest rehabilitation technologies; and inspiring hope in all we do.

Headquartered in Allentown, Pennsylvania, Good Shepherd also partners with Penn Medicine to provide rehabilitation and specialty services in the greater Philadelphia area and New Jersey through Good Shepherd Penn Partners.

In 2020, the COVID-19 pandemic presented a variety of challenges, but Good Shepherd Associates displayed deep resolve and delivered safe, innovative solutions to take care of our patients, residents and one another.

2020-2021 Accomplishments

- Following an extensive national search, Good Shepherd's Board of Trustees appointed Michael Spigel, PT, MHA, as President & CEO. Spigel's tenure started August 3, 2020. He previously served as President & Chief Operating Officer at Brooks Rehabilitation in Jacksonville, Florida. Spigel replaced Gary Schmidt, who served as Interim President & CEO. Schmidt remains chair of Good Shepherd's Board of Trustees.
- Good Shepherd announced plans to construct a four-story, 75-bed inpatient Rehabilitation Hospital in Center Valley, Pennsylvania. The 123,000-square-foot facility will feature all private rooms and serve as a leading-edge destination for patients needing inpatient rehabilitation for complex conditions and injuries such as stroke, spinal cord injury, brain injury, major accidents, amputation, neurodegenerative diseases and more. The new hospital, slated to open in 2023, will replace Good Shepherd's South Allentown-based Rehabilitation Hospital. Good Shepherd is conducting a feasibility study to analyze re-use options for the current hospital and fully intends to maintain a strong presence in South Allentown, including keeping administrative offices, supports services and other patient and resident services on the campus.
- *Newsweek* magazine named Good Shepherd Rehabilitation Hospital as one of the nation's "Best Physical Rehabilitation Centers 2020." Good Shepherd ranked fifth overall in Pennsylvania, and the best in the Lehigh Valley.

- Good Shepherd Pediatrics added two new sizes of the Trexo Plus robotic exoskeleton to its world-class collection of rehabilitation technologies. The Trexo allows children to walk — maybe even for the first time in their lives. A “Center of Excellence” in the United States for pioneering the wearable technology, Good Shepherd Pediatrics is the only provider on the East Coast to offer small, medium and large sizes for children from age 1 to late teens. The devices are the subject of an ongoing research study conducted by Good Shepherd clinicians.
- In response to the pandemic, Good Shepherd designed and deployed a brand-new telehealth program. Launched in April 2020, Good Shepherd began providing telehealth rehabilitation for adult and pediatric patients. Patients gained virtual access to care from Good Shepherd’s physical, occupational and speech therapists, physicians and clinical psychologists via smartphone, tablet or computer.
- In line with Good Shepherd’s mission to “inspire hope,” the network spearheaded a social media effort known as #PicturesForPatients that encouraged the community to draw, color or paint pictures for Good Shepherd’s adult and pediatric patients and long-term care residents, all of whom could not receive visitors due to COVID-19 restrictions. The grassroots effort uplifted spirits during a time of uncertainty, and provided a boost to physicians, nurses, therapists and other health-care staff as well.
- Good Shepherd shifted educational events and support groups virtually to continue providing knowledge and resources for patients, staff, community and other clinicians. These efforts included:
 - Virtual information session with a physical therapist and the director of the Good Shepherd Psychology Group on how to stay healthy, both physically and mentally, in the winter.
 - Virtual support groups covering conditions/situations ranging from concussion and stuttering to tinnitus and caregivers.
 - Virtual events with Good Shepherd nursing managers that allowed students, seasoned nurses and people interested in a career change to learn what it’s like working in inpatient rehabilitation, home health and long-term care at Good Shepherd.
- Jessica Cooper assumed the role of Executive Director at Good Shepherd Penn Partners (GSPP), Good Shepherd’s joint venture with Penn Medicine, in September 2020. GSPP provides rehabilitation specialty services at 30-plus locations in the greater Philadelphia area and New Jersey. Prior to joining GSPP, Cooper served as Chief Administrative Officer for Penn Medicine’s Neuroscience service line.
- Additionally, *Newsweek* magazine named the Penn Institute for Rehabilitation Medicine among the nation’s “Best Physical Rehabilitation Centers 2020.” Staffed by GSPP

employees, the Penn Institute for Rehabilitation Medicine ranked second overall in Pennsylvania for inpatient rehabilitation, and first overall in the Philadelphia area.

- The Good Shepherd Multiple Sclerosis Wellness Program celebrated 20 years of existence. In the two decades since its inception, the MS Wellness Program has grown from three original members to 30 active participants on average. The program has impacted thousands of lives over the years through outpatient therapy, community support groups and weekly meetings.
- The Good Shepherd Specialty Hospital (GSSH), a long-term acute care facility in Bethlehem, Pennsylvania, known for expertise in ventilator weaning and respiratory care, marked its 20th anniversary in 2020. GSSH helps patients who are too medically fragile to transfer to a skilled nursing facility, acute rehabilitation hospital or their home after a hospital stay.
- In addition to celebrating a 20th anniversary of its own, *U.S. News & World Report* named Good Shepherd Home – Bethlehem a “Best Nursing Home” in its 2020-2021 rankings. Of the 13,443 nursing facilities receiving a Long-Term Care rating, only 1,139 nationwide (or 15 percent) ranked as High-Performing — including Good Shepherd Home – Bethlehem.
- Good Shepherd at Home was named the Best Home Care Agency in the Lehigh Valley by *Lehigh Valley Business'* 2020 Reader Rankings. Good Shepherd at Home provides medical care in patients' homes to increase good health and promote function and independence.

Your continued support allows Good Shepherd Rehabilitation Network to further our mission of compassion and recovery and to honor the legacy of our founders, the Raker family. On behalf of every Good Shepherd Trustee and Associate, thank you.

KENCREST

Founded in 1905 and celebrating our 115th anniversary year, KenCrest serves the Southeastern PA Region, Delaware and Connecticut, providing services for people of all ages. We currently support individuals with intellectual and developmental disabilities and autism, as well as their families. We offer supports through a community-based model for those newly born to senior adults. KenCrest's services and supports include early intervention; early learning programming; personal supports; community living, with specialties in medically complexed diagnoses; lifesharing; nursing and clinical supports; community participation programs; and supported employment options. We also serve seven Philadelphia neighborhoods with Early Learning Centers for children aged 0-5 in inclusive, community settings. KenCrest serves over 12,500 individuals each year with a dedicated staff of over 2,100 employees.

When the pandemic hit in March 2020, no one knew what to expect, but KenCrest knew that we had to keep moving. Our work of helping adults with disabilities to be more independent and encouraging children to reach their developmental milestones could not stop, so we adjusted how we work and provide services. We continued to focus on the most important challenges our sector faces, which we know will still be there once the pandemic fades from our daily lives.

Our strategic plan is based around four pillars: Social Responsibility, Innovation, Economic Accountability, and Strategic Growth. These concepts weave through our work and give each project or new initiative purpose and alignment within the rest of the large organization; they keep our vision and purpose strong. The following report highlights some of the main focuses in each area over the past year:

- **Social Responsibility:** Since the beginning of the COVID-19 pandemic, the health and safety of our staff and those we serve was first priority. While many of our office support staff were able to instantly shift to being a remote workforce, the majority of our employees are “essential workers” who continued to go to work each day to provide services. We quickly established new lines of communication with staff and client families when we could no longer meet face-to-face, including text alerts, a private employee web page, as well as weekly “Town Halls” that share important information and keep our staff aware of the changing guidelines, the science behind the virus itself, and more recently, on vaccine education. We provided staff with increased mental health resources and began to use a method originally utilized in our Early Learning Centers called “Trauma Smart” to give ourselves a framework to express and navigate this truly difficult time. For those we support, we thoughtfully developed trainings on mask wearing and protocols for our staff to evaluate the readiness of our clients to return to the community while we face stricter health guidelines. Some of these protocols were shared with similar agencies to help them think through their practices as well.
- **Innovation:** A large program at KenCrest is Early Intervention, which serves children ages 0-5 years with in-home or in-school supports to help them to reach their developmental milestones. These visits are typically done with a family at their home or in a classroom. Given the health and safety guidelines, this program quickly had to shift to a fully remote, tele-therapy model. From March through June 2020, we provided 1,410 children and their families with virtual teleintervention services, and many have chosen to stay with this model, even as pandemic restrictions are lifted.

In our adult programs, our traditional community participation services were more restricted as well, which gave way to innovative ways to “get out” while staying in. Virtual book clubs, bingo on Wednesdays, and Zumba classes are among many online ways that we have tried to engage everyone in activities they enjoy while they have to remain in their homes. One of the more recently popular activities has been our travel series, where participants learn about a new place, and then make recipes or crafts in subsequent days. This has been popular with those that have missed traveling the past year!

- **Strategic Growth:** Many challenges facing our sector will still be there on the other side of the pandemic, which is why KenCrest has worked on completing the realignment of our corporate and program structure to strengthen our outcomes and operational efficiencies.

Known internally as the “Architecture” project, all of our programs and departments now align with the life of the people we support, not segmented into each service line that we offer. The culmination of this project was the launch of our Personal Outcome Champion department, which assigns one staff person as the main point of contact for each individual we support. This was successfully launched this year and will help our customer service-centered approach by focusing on the personal aspirations, goals, and outcomes of each individual.

The other focus this year related to Strategic Growth was the maintenance and growth of our healthy organizational culture. As we reflected on our 115-year history, we acknowledged and gained strength knowing that as an organization we had in fact been through a pandemic before and came out stronger, serving our communities in more strategic and meaningful ways. Our focus using the Trauma Smart methods mentioned above, combined with our intentional practice of showing gratitude for others, has brought our community together and strengthened it during these difficult times.

- **Economic Accountability:** We are grateful for government, private donor, and foundation assistance to aid with the increased costs this year, while being constrained in service delivery by the pandemic. Although they were closed for the best of health and safety reasons, many of our program locations have been operating for all or part of this past year, but we have retained the cost of maintaining those properties, as well as increased staff overtime costs due to closures and quarantines. We could not have continued to provide services in these new ways without the assistance and flexibility of our funders and staff.

We are grateful to our Lutheran partners who continued to find meaningful ways to contribute to those we serve through our holiday Family Fund, book and material drives, and cash donations. We look forward to what 2021 has in store as we continue to grow and strengthen our communities together.



LIBERTY LUTHERAN

See Section E, Addendum 1

LUTHERAN IMMIGRATION AND REFUGEE SERVICE

See Section E, Addendum 2

SEAFARERS INTERNATIONAL HOUSE

See Section E, Addendum 3
