



2019

IMPACT



SISTERS *of* CHARITY
FOUNDATION
OF CANTON

2019 ANNUAL REPORT



A Letter From Our Leadership

Dear Friends,

When the Sisters of Charity of St. Augustine established our Foundation in 1996, they asked the Foundation to confront key social issues. In fact, the Sisters began their foundation ministries with this focus:

*To address the needs of the poor and underserved by understanding the root causes of poverty, nurturing the growth of healthy communities, emphasizing youth and family, and **measuring the outcomes of these efforts.***

Measuring the outcomes of these efforts – difficult, potentially costly, and at times, impossible. Yet this has been the basis for our work from the beginning. And it continues to keep us strategic, collaborative, and outcome oriented.

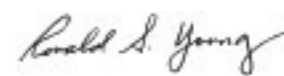
Evaluating means constantly reviewing, revising, and learning, so we know we're on the right track. Evaluation can include both quantitative and qualitative information. Numbers are understandable and can be reassuring, but learning just how people's lives have improved is priceless. To the community, outcomes show the impacts, and they reveal the work that's yet to be done.

In short, measuring the outcomes of our efforts helps everyone: us, our partners, the people we serve, and the entire community.

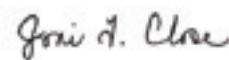
Nearly a quarter of a century later, the Sisters' original charge to the Foundation still makes good sense. We are grateful to the Sisters, our nonprofit partners, and our community of funders for joining us on this journey.

We have highlighted some of our partners' work in our annual report to the community. We invite you to see for yourselves the enduring differences they have made.

With Gratitude,



Ronald S. Young
Board Chair



Joni T. Close
President

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13,000

Parent Engagement: A Proven Investment

According to the Ohio Department of Education, only 41% of Ohio's children enter kindergarten ready to learn.¹ The other 59% haven't yet developed the fundamental skills they'll need to succeed. And when a child starts school already behind, they may never catch up.

Fortunately, one investment makes a real difference: Supporting Partnerships to Assure Ready Kids, or SPARK, an in-home kindergarten readiness program. For fifteen consecutive years, independent evaluators have found that SPARK children—both those who attended preschool and those who didn't—start kindergarten far more ready to succeed.

SPARK's success lies in its philosophy: parent engagement is essential for a child's school readiness and long-term achievement.

When the parent is involved in the child's learning, magic happens: the child adjusts to the school environment more easily and student achievement soars.

SPARK parent partners focus on cultivating engagement by helping the parent become the child's greatest teacher, cheerleader, and champion. And SPARK helps develop the second most important relationship: the one between parents and schools.

Since 2003, SPARK has given more than 13,000 Ohio children a readiness advantage.

If all of Ohio's children had that same advantage, we believe they would be unstoppable. School readiness would increase, parent engagement would be the norm, and schools could shift from providing remedial help to offering enrichment opportunities that escalate success.

Investing in families with confidence

The Sisters of Charity Foundation of Canton is just one of more than 150 sources that have invested over \$32 million in SPARK.

Funders include seven United Way chapters and 60 foundations, as well as hospitals, corporations, and individuals.

That figure also includes \$8.8 million in public support for SPARK that has come from the State of Ohio, five local library systems, three local departments of Job and Family Services, and 17 school districts.

¹Ohio Department of Education (2019). State Kindergarten Readiness Assessment (KRA) Data 2018-2019. Ohio Department of Education. [online] Available at: <https://reportcard.education.ohio.gov/download> [Accessed 19 Dec. 2019].

Promising Progress in Homelessness

Strategic planning is, by nature, an exercise in hope. But hope alone does not solve problems. If there's one thing local homelessness organizations have learned, it's that concrete goals are just as crucial.

Over two days in June 2019, 38 members of Stark County's Homeless Continuum of Care met to develop a strategic plan.

The Continuum of Care makes sure local organizations meet federal funding guidelines. It's managed by the Stark Housing Network, the nonprofit organization that hosted the planning sessions with Foundation support.

Consultants from the national Corporation for Supportive Housing led the sessions. Because addressing homelessness is so complex, "it was critical to engage an outside organization with national expertise in housing," according to Marcie Bragg, the Stark Housing Network's executive director.

From 2011 to 2019, overall homelessness in Stark County decreased by 43%. This includes a 95% reduction in chronic homelessness.

The consultants complimented this exceptional progress, but acknowledged there's more to be done—and those in the room rolled up their sleeves and got to work.

The participants, which included community volunteers and those who have experienced homelessness, developed a strategic plan that will guide the work over the next few years.

The plan includes goals for making more housing available and increasing clients' employment income.

"I sincerely appreciate the commitment of the people who participated over the two days," said Marcie.

During the strategic planning sessions, the strongest message of hope came from an important, and perhaps unexpected, perspective: a man who had experienced homelessness. He said that through his experiences at Refuge of Hope's shelter, and later in a home managed by ICAN Housing, he regained the hope he needed to build a more stable life.

"We heard how our system impacts individuals and gives them hope," Marcie added. "A sense of hope is so important for those we serve, and for those who are leading the work."

Promising progress has been made. And with a collaborative, hopeful spirit, as well as the Network's leadership, Stark County is positioned to make homelessness a problem of the past.

The Plan

To end homelessness, Stark County needs 240 new units of permanent supportive housing (long-term housing paired with support services). This would be a 60% increase from what's available now.

The county also needs to serve 138 additional households annually in rapid rehousing, which helps the homeless find and pay for short-term rental housing while their lives stabilize. This would be an 87% increase.

In the next five years, the Continuum plans to create 54 new permanent supportive housing units and serve 107 additional households annually in rapid rehousing.

In addition, Stark County, like many places around the country, needs more affordable housing. The group will work to create or preserve 100 units of affordable housing each year.



Improving and Sustaining Our Behavioral Health Providers

According to Mark Twain, “Continuous improvement is better than delayed perfection.” We agree.

For years, the corporate sector has used the Six Sigma process for continuous improvement. Six Sigma helps an organization define a problem; quantify it; analyze its cause; and implement, verify, and maintain a solution. Six Sigma has long been used in manufacturing; its use in health care is becoming more common. It’s easy to see why: the results can be impressive.

At Mercy Medical Center, the Six Sigma process significantly improved denial rates and coding issues stemming from Ohio’s Medicaid redesign. It also improved productivity, employee retention, and patient experiences.

Our local behavioral health agencies have faced similar issues for many years. In fact, over the past two decades, three agencies have had to close their doors, impacting thousands of clients. The challenges of running a nonprofit organization, paired with the complexities stemming from multiple funding sources, mean that the remaining agencies must address stability and sustainability.

Mercy leadership, the Sisters of Charity Foundation, and Stark County Mental Health & Addiction Recovery (StarkMHAR) agreed to pilot Six Sigma processes at Child and Adolescent Behavioral Health (C&A). In Stark County, C&A is the primary agency serving children who have behavioral health issues.





Following a successful redesign of its medical department, C&A began to decrease wait times and increase access to services. Unfortunately, keeping pace with demand became more challenging with a surge in youth suicides. That, along with the economic impact from the state's Medicaid redesign, impacted the entire organization.

The Six Sigma process identified inefficiencies, revealed bottlenecks, and determined that common-sense changes would make major impacts.

Early results have been impressive:

Medicaid denial rates have declined sharply, going from 28% to 5%. The goal? 2% or lower.

- Billing errors decreased from 15% to less than 1%. The goal? 2% or lower.
- The waiting time for Medicaid payments has decreased from 42 days to 23. The goal? 30 days or fewer.

According to C&A CEO Joe French, "The Six Sigma process has made us fiscally and operationally stronger. This has been a game changer for us and has allowed us to provide the highest level of service to Stark County's youth."

Seeing the clear benefits, local foundations are partnering to support even more organizations.



StarkMHAR will be selecting additional agencies that are ready to engage in the Six Sigma process.

"Being able to support agencies in this way is an essential piece of our work," said StarkMHAR Executive Director John Aller. "This might be the single best thing we do to ensure our behavioral health agencies remain fiscally viable and organizationally sound."

ICAN: Value Stream Mapping

While StarkMHAR was forming its partnership with Mercy, ICAN Housing was undergoing strategic planning.

ICAN serves homeless people with behavioral health challenges, some of whom are also battling substance use disorders.

During the process, ICAN identified the need to improve quality assurance in agency operations. But how? According to Executive Director Julie Sparks, ideally by engaging a Lean Six Sigma Master Black Belt with nonprofit experience.

She found her answer through Kent State University at Stark's Corporate University. The agency engaged two Six Sigma Black Belts to come on site for a multi-day training using the Lean Six Sigma management tool called *Value Stream Mapping* (VSM).

It was critical that staff learn VSM while addressing an issue specific to the agency. This enabled staff to gain proficiency with the tool while addressing an area ripe for improvement: helping participants gain and maintain employment income.

According to Julie, "The results were astounding. Through VSM, we have been able to remove 20 steps from the process, decrease decision-making points by 73%, and reduce service delays by 79%. The agency can now use VSM to review all operations, decrease inefficiencies, increase effectiveness, improve outcomes, and make better use of resources."



30%

Faith in Action

Faith in Action gives Massillon's seniors vital support provided by caring, trained volunteers. This grassroots organization has been in operation for over two decades.

Most clients live alone and can no longer drive. The dedicated volunteers provide reliable transportation to medical appointments, the store, the hairdresser, or the post office.

But Faith in Action is more than just rides: it's regular check-ins. It's also birthday cards, an annual health fair, a Thanksgiving dinner, and Christmas gifts. Faith in Action offers critical connections: to the community, to other seniors, and to continued independence. That can make all the difference to the homebound senior who might otherwise feel isolated and alone.

Habitat for Humanity

Habitat for Humanity has developed a unique and holistic program model to revitalize entire neighborhoods in Canton while helping older homeowners remain independent.

In addition to the "one home at a time" model that's become synonymous with Habitat's work, the organization has also begun targeting entire neighborhoods. The goals? Improving and strengthening communities, preserving older homes and ensuring they are safe and livable, helping seniors age in place, reducing blight, and creating green space.

Two years into Habitat's northeast Canton project, owner occupancy increased by 3%, tax delinquency decreased by 3%, and property values increased.

Now Habitat is targeting certain southeast Canton neighborhoods for revitalization. While this innovative program retains elements of Habitat's traditional model (such as the requirement for the homeowner to contribute "sweat equity" toward home improvements), it's intended to produce the kind of dramatic change that can transform a whole community for years to come.

Lighthouse Ministries

Lighthouse Ministries serves children living in one of Canton's most vulnerable neighborhoods. After school and in the summer, the children create, garden, learn, and share.

The children enjoy the outdoor classroom complete with raised garden beds, rain barrels with fish, a small observational apiary, and a chicken coop. Lighthouse also offers a butterfly peace garden and a basketball court, surrounded by murals offering messages of non-violence.

Lighthouse has a newly renovated building with art, music, and dance studios. The bright, clean atmosphere reflects the organization's belief that environments drive behavior, and every individual has the potential for remarkable achievement.

This is so much more than just a safe place for kids: research indicates that programs like those offered by Lighthouse make a real, lasting difference, influencing academic achievement and preventing the risky behaviors that derail young lives.

The Military Family Center

The Military Family Center supports and empowers veterans, military service members, first responders, and their families. The Center provides equine-assisted activities, occupational and physical exercise therapy, individual and family counseling, and social activities, all situated on 19 beautiful acres in Louisville.

This is a chronically underserved population: nearly 30,000 veterans live in Stark County, and the RAND Center for Military Health Policy Research estimates that nearly 20% of veterans suffer from major depression or post-traumatic stress disorder.¹

Equine-assisted activity is uniquely effective at helping individuals build resilience as they confront life challenges, especially those resulting from their service to country and community. Horses are non-judgmental, and they're highly responsive to the humans who interact with them. Riding, driving, or even just working with horses can reduce anxiety and promote the mindfulness and social connectivity these individuals need to heal.

The Military Family Center is managed by Pegasus Farm in partnership with Walsh University and Rotary.

Right Path for Fathers

Right Path for Fathers serves unemployed, non-custodial fathers who have fallen behind in their child support payments. The program is offered by the Stark County Department of Job and Family Services in conjunction with many community partners.

These men lack resources; punishment is neither helpful nor productive. Right Path offers a reset: child support enforcement efforts are paused while the father is participating. This gives him time to build a solid foundation for meeting his long-term obligations.

He will take parenting classes and job skills classes. He will also work individually with a case manager, who will help him meet his educational and occupational goals.

The result? A dad who's equipped with positive parenting strategies, and who's earning sufficient money to support himself and his children. In other words, it's a winning strategy for the fathers, the children, and our community.



30,000

¹https://www.rand.org/pubs/research_briefs/RB9336.html

2019 Grant Recipients

Total Grants:

\$2,880,898

Foundation-led Initiatives Total: \$1,000,271

EARLY CHILDHOOD INITIATIVES

- Early Childhood Resource Center | \$4,526**
For sponsorship of the *First Day of School* fundraiser
- Early Childhood Resource Center | \$100,000**
To support early childhood workforce development
- Early Childhood Resource Center | \$260,000**
To support SPARK in Canton and Minerva
- Other | \$107,139**
Early childhood program-related expenses

Total: \$471,665

HEALTH CARE ACCESS INITIATIVES

- Beacon Charitable Pharmacy | \$195,000**
To support operations, over three years
- Health Policy Institute of Ohio | \$1,500**
To sponsor a Canton regional meeting on the state of Ohio's health and the release of its 2019 Health Value Dashboard
- Other | \$75,086**
Health care access program-related expenses

Total: \$271,586

HOMELESSNESS INITIATIVES

- ICAN Housing | \$126,618**
To support a pilot employment program for participants in Stark County's rapid rehousing program, over two years

ICAN Housing | \$1,000

To support a staff member's attendance at the Nonprofit Finance and Accounting Summit in Washington, D.C.

Refuge of Hope | \$500

To support a staff member's attendance at the National Conference on Ending Homelessness in Washington, D.C.

Stark Housing Network | \$67,000

To support operations

YWCA of Canton | \$1,000

To support a staff member's attendance at the National Conference on Ending Homelessness in Washington, D.C.

Other | \$60,902

Homelessness program-related expenses

Total: \$257,020



Strategic Collaborations

Total: \$1,253,980

Akron-Canton Regional Foodbank | \$500,000

To support the Stark County campus capital campaign

Canton City Public Health | \$45,232

To support a nutrition education component for the THRIVE infant mortality project, over two years

Canton City Public Health | \$2,100

To support a grantwriter to pursue the THRIVE Medicaid funding opportunity

Child and Adolescent Behavioral Health | \$5,000

To support succession planning

Child and Adolescent Behavioral Health | \$282,244

To support implementation of a quality improvement strategy, over three years

Goodwill Industries of Greater Cleveland and East Central Ohio | \$144,404

To support the *Dream to Achieve* program, over two years

Hammer and Nails | \$125,000

To support a strategic effort toward sustainability, over three years

Stark County Mental Health & Addiction Recovery | \$150,000

To support Six Sigma consultation and project management services, over two years

Total: \$1,253,980

Responsive Efforts

Total: \$626,647

RESPONSIVE GRANTS

Alliance Area Habitat for Humanity | \$50,000

To support building renovation to create a ReStore

Canton Calvary Mission | \$10,000

To support the after-school program

Coleman Professional Services | \$13,200

To support the *Changing Destinies* permanent supportive housing project

Faith In Action of Western Stark County | \$10,000

To support program services, over two years

Habitat for Humanity East Central Ohio | \$200,000

To support the Southeast Renewal Project, over five years

Hammer and Nails | \$25,000

To support operations

JRC | \$100,000

Additional support for the Myrna A. Pastore JRC Campus, over two years

Lighthouse Ministries of Canton | \$16,500

To support after-school and summer programming

Mercy Medical Center | \$40,000

To support the Immigrant Health Outreach program, over two years

Pegasus Farm | \$15,000

To support consultation services to improve data collection systems and program evaluation

Pegasus Farm | \$36,000

To support the Military Family Center

Stark County Hunger Task Force | \$10,000

To support the purchase of a refrigerated display cooler and operations

Stark County Job and Family Services | \$62,361

To support the *Right Path for Fathers* program

Walsh University | \$20,036

To support the Thea Bowman Scholars diverse learning community program, over two years

Total: \$608,097

SPECIAL PROJECTS

A Community Christmas | \$3,000

To support the Christmas Giving Center, over three years

Hartville Migrant Ministry | \$500

To support an emergency fund to feed migrant families

Mercy Medical Center | \$4,200

For sponsorship of the annual Harvest Ball

NAMI of Stark County | \$1,000

To support a three-day, peer-to-peer mentor training workshop

Pegasus Farm | \$5,000

To support marketing efforts for the Military Family Center

Stark County Diaper Bank | \$1,000

To support the diaper bank program

Total: \$14,700

BOARD HONORARIUMS

Association for Better Community Development | \$350

A gift on behalf of retiring officer Ronald S. Young

CommQuest Services | \$500

A gift on behalf of retiring Board Director Daniel J. Fuline to support the Family Living Center

CommQuest Services | \$250

A gift on behalf of retiring officer Daniel J. Fuline to support the Samaritan's Table George Fulton Endowment Fund

Domestic Violence Project | \$1,500

For operating support, in lieu of a holiday gift for the Foundation Board of Directors

Hannah's House 119 | \$500

For operating support, in lieu of a holiday gift for the Foundation Board of Directors

Haven of Rest Ministries | \$250

A gift on behalf of retiring officer Elaine Russell Reolfi to support the *Woman's Ministry: Future Story* program

Refuge of Hope | \$500

For operating support, in lieu of a holiday gift for the Foundation Board of Directors

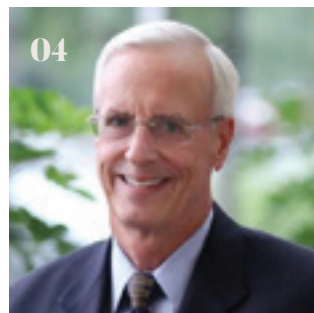
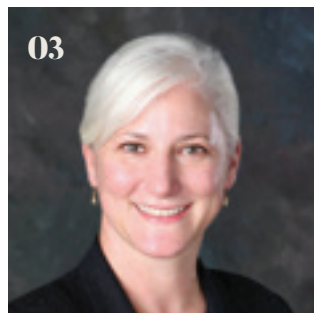
Total: \$3,850



Board of Directors



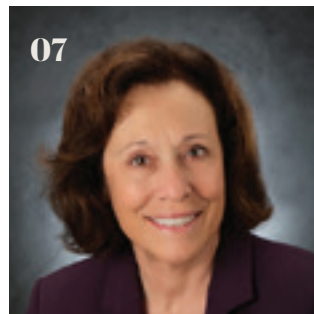
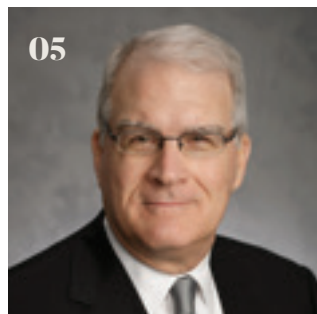
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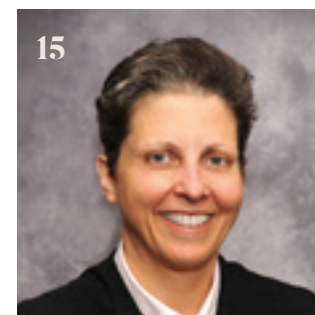
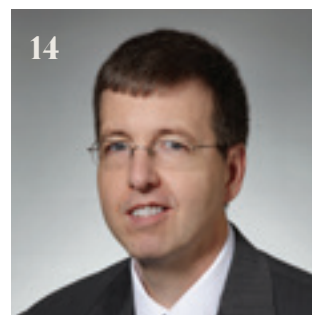
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Mission

The Sisters of Charity Foundation of Canton supports and furthers the mission and ministry of the Sisters of Charity of St. Augustine. The principal components of their ministry are health, education, and social services. The Foundation's focus is on issues of social justice relating to the poor and underserved in the Spirit of Jesus Christ.

Vision

To improve the quality of life of the poor and underserved so they can live to their fullest potential, by initiating systemic change, enhancing community connections, serving as a community change agent to advocate for the poor, and promoting innovative strategies to impact the root causes of poverty.



SISTERS *of* CHARITY
FOUNDATION
OF CANTON

A Ministry of the Sisters of Charity Health System

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