



President and Board Chair **Welcome**

Dear CHHSM Friends,

We are pleased to present the 2017 CHHSM Annual Report, *Ministry in Action*.

It is our hope that you will feel the dynamic and vital presence of our member ministries in the life of the United Church of Christ as you read the report, view the photographs and explore the data. CHHSM's connection to the Three Great Loves initiative of the UCC is evident in the work of membership. The innovative and meaningful ways in which care is provided, the resourceful and sustainable nature of business operations, and the global nature of mission and vision are at the core of the values that guide our work.

2017 was a year of continued stable and sustainable financial performance. A year of thoughtful and strategic planning. A year of continuity and fresh perspective in staffing. A year of innovation in leadership development.

We invite you to review this report and to discover the various expressions of the strategic plan launched by the CHHSM Board of Directors and staff at the end of 2017. Experience the focus on membership engagement and connecting all of our UCC-related constituents through meetings, gatherings, story-telling, advocacy initiatives and sharing of resources.

During our Value Proposition work, you expressed the importance of Bold Vision, Shared Values and Inspired Leaders. These themes represent what goes into our shared ministry of working together to create a just, caring and compassionate world.

Look for "Spotlight on Service" throughout this report to see the collective impact of CHHSM member ministries in 2017.

Click here to download our Value Propositions postcard.

Michael J. Readinger
President and Chief Executive Officer

The Rev. Kenneth Daniel
Chair, Board of Directors

About **CHHSM**

Our Staff

Our Board

Our Members

Forming **Leaders**

In 2017, CHHSM expanded its leadership formation services to include **Nollau To You**.

While the **Nollau Leadership Institute** remains CHHSM's signature leadership development program, **Nollau To You** provides member ministries with an opportunity to engage their employees in a discussion about the key components of servant leadership.

More than 125 individuals across three member ministries participated in Nollau To You with an additional 20 comprising the 2017 class of the Nollau Leadership Institute.

Nollau2U
Nollau Leadership Institute

Nollau To You: Bringing Servant Leadership to CHHSM-Member Ministries

"We adjusted a year's worth of curriculum into a one-day primer on servant leadership, core values, and organizational analysis and change theories," said Rev. Danielle Bartz."

[Read More >](#)

Survey Results Affirm Member Ministries Benefit from Nollau To You

[View Results >>](#)

UCC Servant Leadership Explored through Nollau To You and Diakonal Minister Retreat

CHHSM held two servant leadership events during the first week of December 2017. Both events represented ongoing work to teach and nurture servant leaders across CHHSM member ministries.

[Read More >](#)

Spotlight on **Service**

In 2017, CHHSM Member Ministries...

- Served 5,165,111 individuals** including: 3,683 children; 5,804 youth; 6,077 families; 19,639 older adults; 2,620 veterans; and provided community-based ambulatory health care to over 5 million people
- Operated 36,980 residential units** including: 19,682 affordable housing units; 9,284 independent living units; and 3,005 assisted living units

Driving **Change**

From raising awareness that gun violence is a public health emergency to combating legislative assaults against Medicaid, CHHSM furthered its role as an advocacy organization in 2017.

Visitors to the CHHSM website will find several resources and informational articles to develop their understanding of these important causes:

- Archive of Advocacy Alerts
- Posts relating to Gun Violence as a Public Health Emergency
- Advocacy material in the CHHSM Resource Library

Advocacy Alert

UCC General Synod Overwhelmingly Passes CHHSM-Sponsored Resolution on Gun Violence

Delegates to the UCC's 31st General Synod passed a Resolution of Witness calling for research into gun violence and declaring gun violence a public health emergency.

[Read More >](#)

Social Media Brings Awareness to Gun Violence Public Health Crisis

[View Posts >>](#)

CHHSM Publishes Resource Toolkit for Advocates Combating Threats to Medicaid

In response to legislative challenges facing Medicaid, CHHSM released a toolkit to help advocates communicate easily and effectively with elected representatives.

[Read More >](#)

Spotlight on **Service**

In 2017, CHHSM Member Ministries...

- Operated facilities with **12,515 beds** providing acute, skilled nursing, and memory care
- Cared for **60,568 children** in residential and non-residential programs
- Provided residential and non-residential services to over **1,200 people** with developmental disabilities

Embodying **Love**

In November 2017, CHHSM issued an invitation to its member ministries, asking them to be a partner in the UCC's 3 Great Loves initiative. The initiative champions Love of Neighbor, Love of Children, and Love of Creation.

Three Great Loves is part of a denomination-wide effort that is about engaging the UCC to take action and to show the impact of individual ministries, and the UCC, working together as one church, with one voice and one vision – a vision of **A Just World for All**.

- Download the UCC 3 Great Loves Toolkit

CHHSM promotes UCC's Three Great Loves Initiative to Member Ministries

"While there are many things we all love, this is the time where we are called to set aside personal needs and political differences and give something meaningful back to the world before us."

[Read More >](#)

Member Ministries Embody 3 Great Loves through Action, Service

[View Photographs >>](#)

CHHSM-Member Embrace Living Communities Responds to Three Great Loves Initiative

"The overarching mission of this initiative is to show the world that these 3 Great Loves can change the world in a positive way. We are proud of the small part we are doing to make the world a more caring place."

[Read More >](#)

Spotlight on **Service**

In 2017, CHHSM Member Ministries...

- Provided **229,546 hours** of volunteer service
- Provided **\$882 million** for uncompensated and charity care
- Received **\$52 million** in charitable contributions

2017 **Social Accountability Report**

At CHHSM, we look at social accountability as part of our mission and as a means of showing our ministries in action. We seek to build bridges with our members, our partners, our constituents and all those we encounter in our passion-driven ministry of health and human services. We accomplish this through volunteerism, through pro bono consultations by CHHSM staff and board, through contributions, donations and scholarships, and by using capital resources to support our member ministries. And we do all of this with a lens towards the Three Great Loves initiative of the United Church of Christ.

Our People in Action: \$68,000	+
Sharing our Expertise: \$11,500	+
Our Financial Support of Others: \$24,500	+

Total Social Accountability Impact: **\$94,000**

The social accountability impact of CHHSM as an organization can be quantified in dollars but our collective engagement with the wider Church is measured in a more meaningful way when we look at how we have built bridges to local Churches, Associations, Conferences, the National setting of the UCC and all our ministry partners.

2017 **Financials**

Select the chart elements below for more information. All figures are in U.S. Dollars (\$).

2017 Revenue by Category

- Membership Dues
- Annual Gathering
- Program Revenue

2017 Expenses by Category

- Annual Gathering
- Contractual Fees
- Financial Services
- Staff, Board Meeting and Travel
- Marketing and Communications
- Office Maintenance
- Wages and Benefits
- Miscellaneous Expenses
- Program Costs