



*Growing Our Community*



**Misericordia**  
HEART OF MERCY

# Our Mission

## MISERICORDIA HEART OF MERCY MISSION STATEMENT

The mission of Misericordia Heart of Mercy is to support children and adults with intellectual and developmental disabilities who choose our community by providing the highest quality residential, training, and employment services. We provide the full continuum of care designed to meet each person's changing needs and maximize his or her independence, self-determination, interpersonal relationships, and engagement in the community. Through our dedicated families, employees, volunteers, supporters and community networks, we offer an environment that fosters each person's spirituality, dignity, respect, and quality of life.



*Emmet M., Outreach*



# Dear Friends

2018 has been a remarkable year for Misericordia. I am proud and humbled by the many dedicated families, volunteers, donors and community that embrace and embody our mission by donating their time, resources and talent. Life at Misericordia is truly a collaborative experience among so many who want the best for our children and our adults who call Misericordia home. Our staff members are some of the most compassionate and mission-driven employees you will find. I do believe the secret of our high-quality programs and services is found in building a community that is fostered by the love and commitment of many.



As we look forward to a new year, it is clear that our wait list for our services continues to grow. Misericordia is dedicated to our residents' quality of life, which often stretches across a full lifetime. We know that there are many individuals looking for a Misericordia, and while we will never be able to be home to everyone, we are committed to growing our community to expand our outreach. 2018 has been a year of growth and opportunities that will allow us to do just that, build our capacity to serve more individuals with intellectual and developmental disabilities with new residential and employment options. The Besser Friendship Home is going up quickly on our campus, our Sweet Heart Shoppe in suburban Glenview has opened and is thriving, and plans for both the Hearts & Flour Drive-Thru Bakery and Coffee Shop and additional homes are underway.

With each of these expansions, Misericordia will continue to put the quality of our work in the forefront of all we do, and we recognize that our quality is grounded in the care of our direct service professionals. Nationally, there is a workforce crisis in finding qualified and competent direct care employees, which threatens the quality of the services providers are able to offer. Misericordia is invested in its employees and has begun several initiatives to address the needs of our current workforce. Just as we are committed to the quality of life of our residents, we are also committed to a rewarding and meaningful employee experience.

It is truly an honor to look back over the years and reflect on how Misericordia has evolved to meet the needs of individuals with intellectual and developmental disabilities and their families. While we have made great strides, we cannot stop and rest on these successes alone because we know those needs will never stop. Thank you for believing in us and being a part of a community that is making a difference. We are truly blessed by you and by the mystery of God's love.

May you have a blessed Christmas and healthy and happy New Year.

Sincerely,

*Sister Rosemary*

Sister Rosemary Connelly, RSM  
Executive Director

# Leadership

## EXECUTIVE TEAM

**Sister Rosemary Connelly, RSM**  
Executive Director

**Father Jack Clair**  
Associate Executive Director and  
Administrator of Auxiliary Services

**Lois Catinella Gates**  
Assistant Executive Director  
and Chief Development Officer

**Kevin Connelly**  
Assistant Executive Director  
and Chief Financial Officer

**Mary Pat O'Brien**  
Assistant Executive Director  
of Residences and Programs



## ADMINISTRATORS

**Joe Ferrara**  
Village Homes and CILAs

**Chris Hegg Krackenberg**  
Marian Center, Mercy Glen,  
Quinlan Terrace,  
Pool & Fitness Services

**Denise Tigges**  
McAuley Residence,  
Nursing and Therapy Services,  
Non-Ambulatory Services

**Geana Connelly**  
Clinical Services,  
Quality Assurance and  
Strategic Development

**Kay Golden**  
Human Resources  
and Staff Development

**Michael Diaz**  
Developmental Training and  
Resident Employment Services

**Tina Stendardo**  
Assistant Administrator  
of Developmental Training

## BOARD OF DIRECTORS



**President:**  
**Monsignor Michael Boland**  
Catholic Charities, Appointed 1996



**Treasurer and General Manager:**  
**Sister Rosemary Connelly, RSM**  
Misericordia, Appointed 1970



**Secretary:**  
**Kevin Connelly**  
Misericordia, Appointed 2016



**Father Jack Clair**  
Misericordia, Appointed 2014



**John L. Dyer**  
Peter Shannon & Co., Appointed 2005



**Rob Figliulo**  
SPR, Inc., Appointed 2005



**Margaret Houlihan Smith**  
Capitol Hall Partners, Appointed 2014



**Robert Soudan**  
Lock Up Development, Appointed 2007



**Dan Walsh**  
Walsh Group, Ltd., Appointed 2015

## CERTIFICATIONS, LICENSURE, AFFILIATIONS

- ✧ Illinois Department of Healthcare and Family Services
- ✧ Illinois Department of Public Health
- ✧ Illinois State Board of Education
- ✧ Illinois Healthcare Association
- ✧ IARF (Illinois Association for Rehabilitation Services)
- ✧ Intersect For Ability Network
- ✧ ACCSES (American Congress of Community Supports and Employment Services)
- ✧ Together For Choice
- ✧ Greater Illinois Pediatric Palliative Care Coalition
- ✧ CP3 Portal (Chicago Public Private Partnership)
- ✧ Chicago HAN (Health Alert Network)
- ✧ ASPR TRACIE (Technical Resources, Assistance Center and Information Exchange)

# Growing Our Community

Misericordia believes that our community setting provides a unique experience for all of our residents and is an essential part of every resident's life. It is a central place for our residents both living on campus and off campus to gather, connect, learn and explore some of their hidden talents. If you have visited our campus, you have been surrounded by our residents' many gifts. It is a place where new friends are made and old friendships are sustained whether you are a resident, a family member, an employee or a member of the larger community.

Misericordia recognizes that the needs of our residents are constantly changing and that the needs of those on our wait list may be different today due to the growing number of individuals diagnosed with autism. As we look to future needs, Misericordia has made a commitment to expand our residential options to serve a diverse population of individuals with intellectual and developmental disabilities.



*Architectural rendering of the Jacqueline Besser Friendship Home.*

In March 2018, ground breaking took place on our campus for the **Jacqueline Besser Friendship Home**, which will be “home” to 15 individuals with intellectual and developmental disabilities. This condominium-type setting will provide an opportunity for individuals needing a living space with fewer peers as well as specialized supports to maximize their independence in functional, social and emotional growth. It will have four units that serve three to four individuals with staffing ratios designed to meet the needs of those served.



**Wilma Baumgartner Home**

3057 W. Fargo Chicago

As we continue to analyze our wait list and the needs of those who want to be a part of the Misericordia community, we recognize that there should be choice in services and where to receive them. We are committed to ensuring that this choice is a part of our service delivery. For some individuals and their families, this choice may involve accessing our CILA (Community Integrated Living Arrangement) homes.

**The Wilma Baumgartner Home** on Fargo Avenue in Chicago opened in the fall of this year and is home to five men. **The Brian Madden Home** in Evanston will open in Spring 2019 and will be home to six women. In addition, the apartment building we purchased on **Devon Avenue** will provide smaller peer-living arrangements with three 2-bedroom units and a 1-bedroom unit, all with the ability to offer specialized behavioral supports due to the proximity of our campus.



**Brian Madden Home**

9536 Ridgeway Evanston

**Devon Apartments**

1956 W. Devon Chicago



# Growing Our Businesses



*Sr. Rosemary cuts the ribbon at the opening celebration of the Misericordia Sweet ♥ Shoppe in Glenview.*

While Misericordia is known for its full continuum of care and the quality of its services, the name Misericordia is synonymous with words like chocolate brownies, chocolate chip cookies and delectable pastries! These delicious baked goods from the **Hearts & Flour Bakery** provide employment opportunities for our residents. The items created by our residents are in high demand and are purchased not only by our local surrounding community, but also across the nation through online orders.



*989 Waukegan Road, Glenview*



*Ryan J. working in the Sweet ♥ Shoppe.*

A special thanks to the Huffman, Nicholson and Santacrose families for assisting us with the expansion of the Bakery Program by purchasing a new space in suburban Glenview and providing state of the art equipment. **The Sweet ♥ Shoppe** opened in November and is thriving. More importantly, this new bakery will expand employment options for our residents and will touch an entirely new community.





*Architectural rendering of the new drive-thru bakery and coffee shop.*

**Our Daily Bread**, a drive-thru bakery, which will be located just a few blocks from our Misericordia campus, is in the planning phase and will open late 2019. This new business will provide additional employment opportunities both at the new site, as well as on campus. Many of the products will still be made at our Hearts & Flour Bakery, and the items will be transported to the new location.

In the summer of 2018, the Hearts & Flour Bakery underwent a major renovation and expansion in order to support these new businesses.

*Pastry chef Beth Woytek prepares Caramel Corn Crunch in the expanded Bakery kitchen.*



*Resident Marianne B. enjoys baking as part of her on-campus work opportunity.*



# Growing Our Programs and Services

## ADULT ENRICHMENT PROGRAM

Misericordia is constantly refining existing programs and creating new programs to meet the needs and interests of those we serve. For many families, once their child with special needs graduates from school at the age of 22, program and service options become limited, leaving families at a loss for what is next. For some, it may mean community employment; for others, they will never be able to hold a job due to significant physical, medical and behavioral needs.



*Mackenzie M. creates a masterpiece with her instructor Alison Slak for Miguel Cervantes, star of Hamilton.*



*The Adult Enrichment Program has been a benefit for Gilbert J.*

Misericordia recognized this need and decided to begin offering an Adult Enrichment Program (AEP) for non-residents of Misericordia. This program is designed to offer day programming options in a variety of Misericordia's Developmental Training and job opportunity settings. In 2018, nearly 60 individuals with intellectual and developmental disabilities joined our AEP program, coming to campus from one to five days a week. Because some individuals may move onto residential services, the program is helpful for these new residents in acclimating to the Misericordia community. It also allows Misericordia to get to know the young adults and set them up for success within our setting.

In the past year, the Misericordia leadership team evaluated the needs of this program and recognized that many individuals with intellectual and developmental disabilities graduating from high school today are fully dependent on one-to-one support. This level of staffing is readily available in the school setting, but in adult services is fairly limited, resulting in an increased inability to meet the needs of these individuals.

Misericordia plans to address this need in 2019 through its very own Transition Program. The program will identify individuals who may require additional behavioral support that could benefit from a low-census program designed around skill acquisition and behavior modification. The goal of the program will be to provide intense upfront supports in order to set the individuals up for success in a variety of day program environments offered at Misericordia and to acquire skills to reduce the need for one-to-one support.

## ENGAGE CHICAGO AND COMMUNITY EMPLOYMENT

Misericordia recognizes the importance of assisting our residents to be as independent as possible in all aspects of life, including the area of employment. In the past year, Misericordia had more than 80 residents work for outside employers in the Chicago area. Many residents who work in the neighborhood also choose to access employment options offered on our campus. We know today that developing partnerships with local businesses and employers is necessary to sustain community employment for our residents.



*Maika B. and Jen R. celebrate their artwork on display at the Unity Church Gathering Hearts exhibit.*



*Britton R., Margaret P. and Marianne B. are proud of their artwork for sale during the Andersonville Arts Week.*

One program that has served as a catalyst for developing partnerships is Engage Chicago. This program offers a curriculum-driven program called Community Access in which participants are involved in classroom learning as well as field experiences that support community engagement. In addition, the Employment Readiness curriculum places an emphasis on work exploration, community exploration and social networking while preparing individuals for future community employment.

*Engage Chicago participants Matt D., Sherry O, Chris R. and Billy K. take part in a program for reading to children at the Chicago Public Library.*

*Paul O. is active in Engage Chicago as a volunteer with Cradles to Crayons for children in need.*







*Colleen and Jay Doherty*

Many of us take for granted the ability to visit a hair salon and have a full service available to meet our needs. However, many salons today are not accessible or capable of providing service to individuals with intellectual and developmental disabilities, especially those with physical and sensory challenges. **Jay and Colleen Doherty**, who are parents to a 12-year-old with Down syndrome, had a vision to make sure that all individuals with disabilities could have a full salon experience.

They made a few calls and eventually connected with Mario Tricoci, stylist and owner of 14 hair salon and day spas. Through the generosity of the Dohertys and **Mario and Cheryl Tricoci**, Misericordia opened a fully functioning salon for our residents in fall 2018 called the **Day Makers - A Tricoci Hair Salon**. This has been an excellent partnership, with residents not only benefitting from the professional work of the stylists, but the stylists also benefitting by giving back and being a part of the Misericordia mission.



*Mario and Cheryl Tricoci with Sr. Rosemary*



*Misericordia residents Bridget B., June T. and Ross T. enjoy the benefits of the new Day Makers Hair Salon with Mario Tricoci stylists.*



# Growth of Our Employees

## DEVELOPING, INSPIRING AND LEADING

Today the direct care work force is shifting, and many organizations nationally are facing a workforce crisis. Misericordia recognizes that the Direct Support Professionals are the direct link to the quality of care that our residents receive. We know that employees who are mission-driven provide higher quality of care, and our ongoing goal is to create a culture that allows us to attract, develop and inspire our employees.



*Abbey L. enjoys therapeutic services from Cassandra Mayan and KuJuan Byrd in the Fitness Center.*



*Sharon Metzger empowers residents like Chloe L. in the Greco Gardens horticultural therapy.*

For many direct care staff, working within this field may have been a lifelong passion due to personal experiences. For others, it may be a first-time job or a shift in career paths, looking for a meaningful work experience beyond a pay check. For these employees, many stay within the field and find purpose. At Misericordia, about 30 percent of staff members stay 10 years or more. In the past 10 years, we have offered a Professionalism Program that accepts employees interested in developing additional leadership skills that can be applied either in their current role or for career advancement. In this program alone, Misericordia has graduated more than 150 employees and has promoted 50 to new leadership roles.

*Staff celebrate completion of the Misericordia Professionalism Program.*



In summer 2018, Misericordia, along with 11 other organizations across the Chicagoland area that participate in the Intersect For Ability Network, received a grant from the Coleman Foundation to begin offering in-depth training to all management staff in order to encourage and build a supportive workplace culture. In the field of intellectual and developmental disabilities, organizations often promote dedicated direct care staff to supervisory positions. As a collaborative group of organizations, we identified this as a potential area for improvement because many of our supervisors have little or no experience in working in a supervisory position. Each organization has committed to this new training to improve our workplace environments with the additional expected benefit of improved retention of employees. Misericordia plans to train 120 management employees and has committed to shift its management style to a coaching and mentoring approach. Data was collected in fall 2018 and will be collected again in 2020 to determine the impact of this training on retention of Direct Support Professionals.



*Tenth Anniversary employees at the 2018 Staff Recognition Dinner.*



*Misericordia staff Paula Anderson leads a team of Loyola Helpers.*

*Teresa Holman assists in Adult Enrichment with Katie B.*



Our Staff Development department works tirelessly at hiring and training employees. Every new employee takes part in a five-week training program, which is two weeks above what is required by the Department of Human Services. During this training phase, each new employee is assigned to a coach from the residence where they will be working. Coaches have been identified as leaders in their work environment and act as liaisons for new employees. Currently, Misericordia has 180 trained coaches who assist new employees in acclimating to their new role, the residents they will care for and the overall work environment. This program is another development opportunity that is making a positive impact in creating mission-driven employees.

# Volunteers

Volunteers help one-on-one assisting residents with program activities and recreational programs, and work in the Greenhouse Inn Restaurant and Heartstrings Gift Shop. They collect donations across the city of Chicago on Candy Days in April, help out at Family Fest in September, and compete in the Chicago Marathon and Ragnar Relays to raise much-needed funds.

Misericordia's volunteer program continues to grow both in its impact on the quality of our residents' lives and as an invitation to others to get involved. In fact, this year an all-time record of 89 groups of volunteers from across the country - and as far away as California - arrived on Misericordia's campus to pitch in. They came from grade schools, high schools, colleges and universities, companies and organizations - spending countless hours in something beyond themselves.

We are grateful for the participation of volunteers on campus from:

- 11 elementary schools
- 16 high schools
- 12 colleges/universities
- 45 corporations and other various organizations



*Student volunteers in the Hearts & Flour Bakery.*



*Kathy Ritter (center) one of the original Twice Blessed Thrift Shoppe founders with the Tuesday volunteers.*

*Faithful volunteers at the Farmers' Markets downtown show up in rain and heat to sell our bakery goods.*

*Chicago Marathon runners raise funds for Misericordia through donation sponsorships on Firstgiving.*





**550 WEEKLY VOLUNTEERS** work on the Misericordia campus year round.

**500 VOLUNTEERS ANNUALLY** work at Sunday brunches in the restaurant.

**3,000 VOLUNTEERS** assist in the Hearts & Flour Bakery and around the campus during Holiday season.

**CANDY DAYS**  
10,000 volunteers  
April 27 & 28, 2018  
\$2,130,468

**CHICAGO MARATHON**  
70 runners  
October 7, 2018  
\$129,696

**FAMILY FEST**  
1,500 volunteers  
September 9, 2018  
\$1,469,009

**FARMER'S MARKET**  
18 volunteers  
May-October  
2018: \$149,265

**TWICE BLEST THRIFT SHOPPE**  
78 volunteers  
Year Round  
2018: \$135,000



*Misericordia Heartstrings Gift Shop volunteers.*



*De La Salle students collect for Misericordia Candy Days*



*Misericordia Greenhouse Inn volunteers.*

# Supporting Groups



**MFA: 800 MEMBERS**

Fiscal Year:  
\$1,440,673  
Signature Event:  
MFA Dinner Dance

Year after year, thousands of supporters, including auxiliaries, boards and other dedicated groups help carry out Misericordia's mission. Through their gifts of time, talent and personal commitment, these generous supporters raised more than \$8.9 million in 2018 from benefits, balls, golf outings, Family Fest, Candy Days and more. Some of these volunteers are family members directly connected to Misericordia; so many others have no family members at Misericordia but deeply believe in our mission and want to make a difference.

The Misericordia Family Association (MFA) and Misericordia Siblings Association (SIBS) provide loyal volunteers throughout the year, enhancing programs and services and hosting special events to spread the mission of Misericordia.



**SIBS: 1100 MEMBERS**

Fiscal Year: \$907,530  
Signature Event: The Artist In All



**BUMS GOLF COMMITTEE: 600 ATTENDEES**

Fiscal Year: \$512,000  
Signature Event: BUMS Golf Outing



**WOMEN'S AUXILIARY: 130 MEMBERS**

Fiscal Year: \$624,000

Signature Events: First Look for Charity, Spring Luncheon and Fashion Show



**WOMEN'S LEAGUE: 120 MEMBERS**

Fiscal Year: \$400,000

Signature Event: March Madness

**WOMEN'S BOARD: 160 MEMBERS**

Fiscal Year: \$1.1 million

Signature Event: Heart of Mercy Ball





**JUNIOR BOARD: 200 MEMBERS**

Fiscal Year: \$19,000

Signature Event: Springtime Shuffle

**MISERICORDIA YOUNG PROFESSIONALS COUNCIL: 75 MEMBERS**

Fiscal Year: \$70,000

Signature Event: Red Heart Bash



**WOMEN'S GOLF OUTING: 140 ATTENDEES**

Fiscal Year: \$56,612

Signature Event: September



**HEARTLINKS GOLF OUTING: 125 ATTENDEES**

Fiscal Year: \$310,000

Signature Event: July



# Growing Our Future: Annual Planning

In order to continue to advance our mission and meet the changing needs of those we serve, Misericordia strategically positions itself to build on the legacy of quality and community that we offer for individuals with intellectual and developmental disabilities, their families, and our dedicated employees. We continue to celebrate our accomplishments, but we also take seriously the challenges that our field is facing. With more than 600 residents and 1,200 employees, as well as an ever-changing donor base, our annual planning process provides a framework and road map of the work ahead of us.

## 2018 OUTCOMES

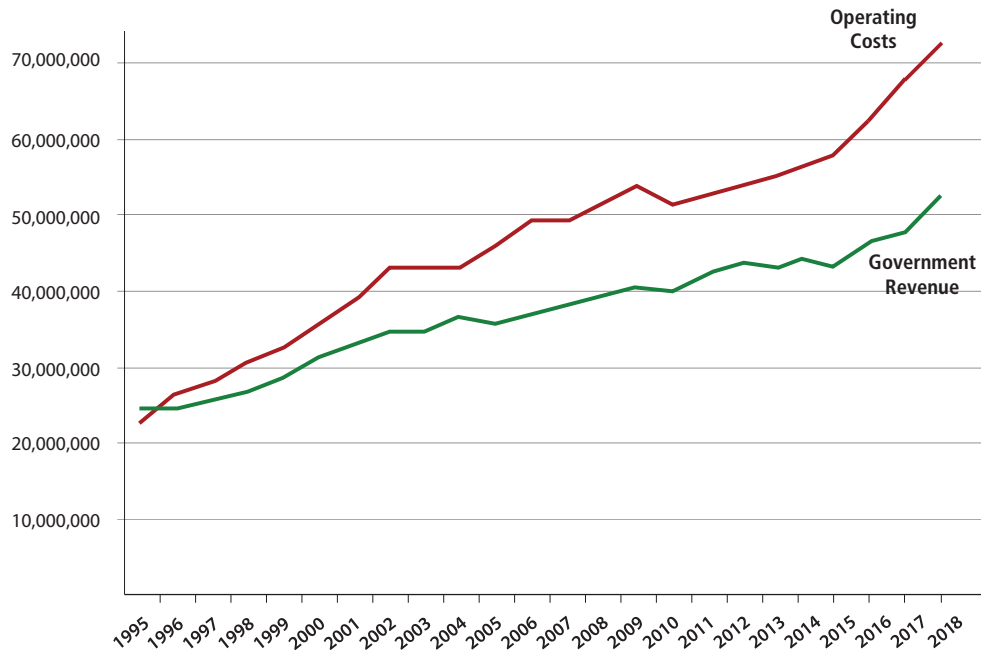
- ✂ **Employee Retention:** Talent management initiatives to improve engagement, employee development and retention. Salary adjustments made as a result of the state-mandated rate increase, formal appreciation program for all departments implemented, development of a best practices training manual, monthly class called Inspire and Achieve that addresses specific training topics requested by direct care employees, expansion of the Direct Service Providers (DSP) coaching program to support new employees, an increase in professionalism programs offered due to employee demand.
- ✂ **Continuum of Care License:** Regulations drafted and waiting for state and federal approval for a demonstration project waiver.
- ✂ **Engagement with Centers for Medicare and Medicaid Services and Department of Labor** as well as ongoing follow up with Congress around the Home and Community Based Settings (HCBS) Rule and 14c specialized wage. Misericordia call to action to send personal letters to members of Congress thanking them for their support of choice.
- ✂ **National Grassroots Expanded:** Together for Choice, a national grassroots advocacy organization, increased membership to nearly 1,000 members in all 50 states. Continued work toward amending the HCBS settings rule. Participants from 30 states attended the 2018 Together For Choice Conference at Misericordia.
- ✂ **State Impact:** Representation on several state-run committees to address rate adjustments for service providers for individuals with intellectual and developmental disabilities.
- ✂ **Intersect For Ability Network Leadership Council:** Collaborative work among 14 Illinois organizations striving for quality programs for individuals with intellectual and developmental disabilities. A collaborative grant for building a supportive workforce culture from the Coleman Foundation was awarded to 12 organizations, which included Misericordia.
- ✂ **Expansion of Services:** Behavioral services restructured to better meet the changing needs of individuals served. Adult Enrichment Program implemented for adults living at home and in need of meaningful day programming. Planning and ground breaking for new residences to meet the needs of current residents and those on our wait list. Increase in business and employment opportunities by expanding our bakery program and purchasing two stand-alone bakeries in Chicago and Glenview. Mario Tricoci Salon opened for residents in the fall of 2018.
- ✂ **Emergency Planning:** Ongoing campus emergency preparedness training was implemented.



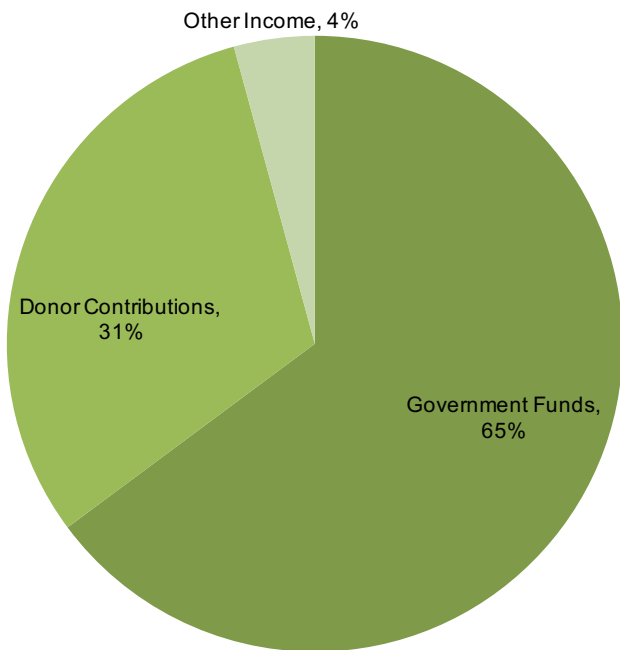
# Financial Growth

## GOVERNMENT REVENUE VS. OPERATING COSTS

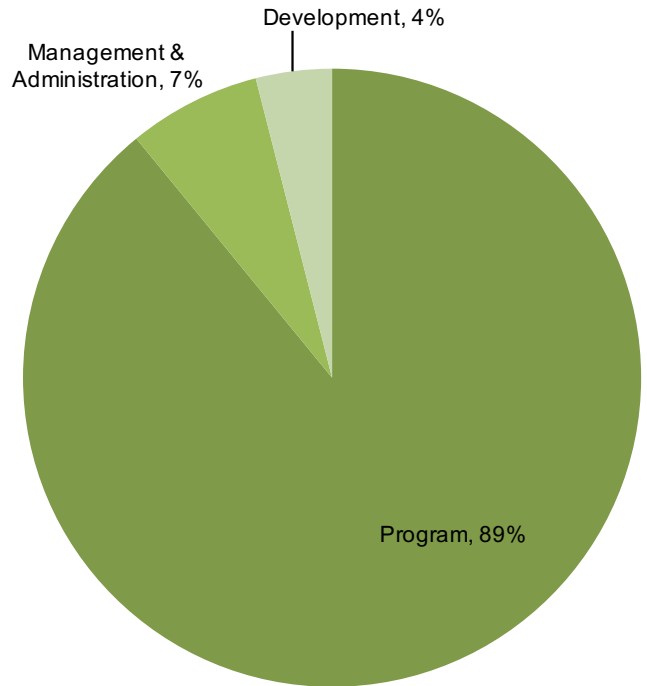
Misericordia could not offer quality comprehensive services and programs without the generosity of our supporters, which include individual donors, corporations and foundations. For FY 2019, Misericordia must raise \$19 million to support its government funding gap, which is the difference between any government monies received and program expenses. Misericordia is honored again to receive the prestigious 4-star rating from Charity Navigator.



Operating Fund Revenue FY 2018



Operating Fund Expenses FY 2018



Misericordia has a four-star rating from Charity Navigator, exceeding industry standards. Charity Navigator helps charities by focusing on truly effective organizations – and helps donors support a charity with confidence. The program evaluates and rates charitable organizations based on a variety of criteria, including overall financial health, accountability and transparency.

