



JEWISH FAMILY &
CHILDREN'S SERVICE

2018

PERFORMANCE
QUALITY
IMPROVEMENT
(PQI)
REPORT

ST. LOUIS, MO

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Vision

All people in the greater St. Louis area are healthy and productive.

Mission

Inspired by the Jewish tradition to make the world a better place, JF&CS helps and supports people in need to meet their challenges.

Core Values

Making the world a better place (tikkun olam) through kindness (chesed), fairness (tzedakah) and excellence (mitzuyanut).

INTRODUCTION

2018 was a dynamic year for Jewish Family & Children's Service, programmatically, financially, and structurally.

Existing high-demand services were expanded, due to several strategic grants awarded by the Jewish Federation of St. Louis. The grants provided funding to increase the provision of case management for those living with a serious mental illness, community chaplaincy services, financial assistance, hours for the Harvey Kornblum Jewish Food Pantry, clinical services for the Orthodox community, and case management for Jewish families with a disabled child.

Two strategic partnerships were forged. To reduce the incidence of untimely and unnecessary admissions to the hospital, JF&CS and Barnes Jewish Hospital created a comprehensive case management plan for older adults. Additionally, a new partnership between the Veterans Administration, JF&CS, and four other counseling agencies will enhance delivery of mental health services to veterans and their families.

In order to attract and retain the skilled staff required to provide effective service outcomes, the JF&CS board approved a market-based staff compensation plan, which set a higher agency-wide minimum pay rate and moderately increased some salaries. The plan was fully implemented. The board of directors also endorsed a multi-year technology plan focused on increasing the efficiency, effectiveness, and scope of program services.

Community supporters continued to invest in the critical and high quality services provided by JF&CS. JF&CS received a generous \$1M bequest to the endowment, helping to ensure that our much needed services, which the community has come to rely on over 150 years, can continue in perpetuity. With the addition of this gift, the JF&CS endowment increased from \$5.9M to just over \$7M.

JF&CS fundraising events continue to grow and evolve. The Top Pantry Chef event exceeded all expectations in attendance and in dollars raised, and planning for the 2019 Gala is generating renewed energy.

L. Louis Albert retired after 29 years as Chief Executive Officer. Lou will continue in a consulting role through the end of 2019. The board of directors hired search firm DRG and, after a nationwide search, Miriam Seidenfeld was hired as the new CEO.

Looking ahead, JF&CS is well positioned to address the most critical needs of the Greater St. Louis community.



Key Demographics of Clients Served



In 2018, JF&CS provided services to 60,974 unduplicated individuals, compared with 49,629 unduplicated individuals in 2017, through services and programs that reached across the Greater St. Louis Metropolitan Area.

Key Demographics

	2017	2018
Identified as Jewish	48.9%	47.2%
Children & Youth Under the Age of 20	24.5%	19.6%
Adults (Ages 21 - 64)	41.6%	44.5%
Over the Age of 65	30%	21.5%
Annual Incomes Below \$19,999	60.3%	58.4%

Chaplaincy

Program Overview

The chaplaincy team spends time with members of the Jewish community to listen, provide end of life comfort and support, celebrate life cycle events, observe holidays, and offer spiritual counsel. This program has become a model for community chaplains nationwide.

In 2018, Rabbis Micah, Neal, and Jessica visited 566 community members living in homes, hospitals, and care facilities across the St. Louis area. Their visits provided a sense of connection, comfort, and spiritual support to older adults and individuals with disabilities who feel isolated from the Jewish community.

Resources

1 FTE Rabbinic Chaplaincy Coordinator and 0.77 FTE Rabbinic Chaplains

Unit Cost: \$72.30/visit

2018 Actual Expenses: \$180,383

Major Funding Sources: Jewish Federation Strategic Grant, Mason Pointe contract, VITAS Hospice contract, and agreement with the Crown Center for Senior Living

Outputs

	2018	2017	2016
Individuals visited	566	631	615
# of Visits	2,495	2,310	1,862
Facilities			
Skilled Nursing Care	51	65	63
Assisted Living	9	N/A	N/A
Hospice	1	6	N/A
Group Home	11	7	6
Hospital	5	6	5
Private Home	21	73	30
Group Programs Provided	270	148	162
Client Contacts via Group Programs	2,664	1,022	N/A
Hospice Clients	24	18	25
Bereavement Care			
Funeral Services	21	N/A	N/A
Shivah and Bereavement Visits	86	21	7
Referrals from Hospice Providers	23	8	N/A
# of Conversation Project Programs	5	N/A	N/A

* Changes in the data recording processes from 2017-2018 may impact the year-to-year comparison of metrics.

DEMOGRAPHICS

98.1%
JEWISH CLIENTS

94%
SENIOR CLIENTS
(65+)

52%
FEMALE CLIENTS

23%
VETERANS





Child Abuse Prevention Program



Program Overview

JF&CS's team of trained specialists work with schools throughout the St. Louis area to teach children, teachers, and parents about body safety, the warning signs of abuse, and safe internet use. Though the ultimate goal of the program is prevention, the presentations also teach children who have seen or experienced abuse about the importance of reporting the incident to a trusted adult.

2018 at a Glance

- The number of client contacts that took place in religious services, study groups, Yiddish clubs, books clubs, and reminiscence gatherings more than doubled. These on-site programs allow isolated individuals to build community where they live and to access Jewish content that supports them through times of challenge.
- The chaplains worked extensively with hospice clients and their loved ones, officiated and co-officiated funerals, and provided an increased number of bereavement visits to families of clients.
- In partnership with VITAS Healthcare, a pilot program to encourage end-of-life conversations was successfully implemented. The chaplains hosted five Conversation Project discussions, in which community members learned about a variety of end-of-life care options and were prepared to have conversations with loved ones about their preferences. Funding was granted to continue and expand this program in 2019.
- A contract with Mason Pointe for spiritual care of Jewish patients was successfully fulfilled and will continue through 2019.
- The Jewish Federation Women's Philanthropy group provided over 500 holiday packages, which the chaplains delivered to their clients.

OUTCOMES

66% of clients assessed with the Spiritual Distress Assessment Tool (SDAT) maintained or improved overall spiritual well-being.

CLIENT SATISFACTION

79% of the clients who responded to an annual survey described themselves as "very satisfied" or "extremely satisfied" with the program. **An additional 13% described themselves as "satisfied."**

67% described the program as meeting their spiritual or cultural needs.

88% felt well-informed about the range of chaplaincy services offered.

	2014	2015	2016	2017	2018	Variance 2017 to 2018
Total Programs	1,150	1,197	1,717	1,950	1,919	-1.6%
Total of Participants	26,460	26,942	36,261	39,279	39,491	+5%
Total # Children	25,805	26,579	35,654	38,556	36,351	-5%*
Sites	N/A	101	142	178	158**	-11%
Disclosures*** of Abuse	24	8	17	20	28	+40%

* Although student participation decreased, the total number of participants rose from 2017 to 2018 due to an increase in teacher and parent participation.

** An additional presentation for 3rd grade students was added in August of 2018. This resulted in staff spending an additional half or full day at each school to accommodate the increase in presentations. Those 20 sites were served in the second half of this school year (January-May 2019), and will show up in the 2019 data.

*** Disclosures indicate the number of students who disclose to a JF&CS trainer. This number does not include disclosures to other trusted adults that take place after the presentations.



2018 at a Glance

- A Safe Surf presentation was added to the 3rd grade curriculum. Safe Surf is an internet safety program that works specifically to prevent the online exploitation of children.
- The Safe Surf curriculum was revamped for 4th and 5th grade students.
- New video curriculum was purchased for use in 5th grade classrooms.
- A video for parents, including parents of children with disabilities, was completed and added to the JF&CS website.
- JF&CS began creating a Train-the-Trainer curriculum.
- The Dana Brown Charitable Trust provided funding in July of 2018. This funding was used to hire a full-time CAPP trainer who provides presentations to schools in the greater St. Louis area.

Resources

1 FTE Manager of Community Based Services; one FTE (12-month) CAPP Specialist; two ten-month CAPP Specialists

Unit Cost: \$142.49/presentation

2018 Actual Expenses: \$273,432.21

Major Funding Sources: St. Louis County Children's Service Fund, Missouri Children's Trust Fund, Dana Brown Charitable Trust Grant

OUTCOMES

93% of CAPP participants, immediately after a presentation, demonstrated increased knowledge about how to prevent or lessen harm in the instance of an abusive event.

84% of CAPP participants demonstrated retention of knowledge three to six months after receiving a presentation on how to prevent or lessen harm in the instance of an abusive event.

99.9% of teachers/school staff surveyed stated that they would recommend the CAPP presentation to others. Surveys from 1,677 presentations were collected.

Core Counseling

OUTCOMES

The Clinical Services Core program utilizes the World Health Organization Quality of Life Assessment—BREF (WHOQOL-BREF) to assess well-being. This tool is administered to clients every three months. **In 2018, 62% of Core Counseling clients measured maintained or improved their overall quality of life.**

2018 at a Glance

- Seven-nine new calls for clinical services per month.
- Ongoing monitoring of clinicians' schedules resulted in assigning first appointments more quickly.
- Appointments were scheduled within five-seven business days after initial intake call (compared to two months in 2017).
- The average fee assessed for self-pay clients with no insurance decreased to \$40.45 (compared to \$42.95 in 2017).
- A collaboration was launched with the Kaufman Fund to provide mental health services to veterans and their families.

DEMOGRAPHICS

49.5%
JEWISH CLIENTS

Resources

3 FTE Clinicians

Unit Cost: \$178.32/hour

2018 Actual Expenses: \$414,065.27

Major Funding Sources: insurance reimbursement, self-pay, United Way of Greater St. Louis, and the Jewish Federation of St. Louis

Outputs

	2018	2017	2016
New Requests for Counseling	102	115	45
Participants Served (unduplicated)	169	176	140
Hours of Clinical Counseling Provided	2,322	1,977	2,346



St. Louis Orthodox Jewish Community

Program Overview

A 2013 study commissioned by the Jewish Federation found that the need for counseling in the St. Louis Orthodox community was high and the availability of resources was low. In response, JF&CS offers counseling services to the St. Louis Orthodox community in a private office setting. Through outreach, referral, and relationship-building, the therapist's caseload has increased from 22 cases in 2017 to 39 cases in 2018.

OUTCOMES

33 of the unduplicated individuals have reported positive change in their presenting problem as a result of the counseling services provided. The client self-reports during counseling sessions.

2018 at a Glance

Staff engaged in outreach efforts to expand the reach of the current program, including:

- Visits to Kadima High School to meet with the principal and students.
- Distribution of updated marketing materials to congregations and schools.
- Communication to heads of schools and local rabbis.
- Conducted ongoing outreach to heads of schools and local rabbis.

Resources

.5 FTE Therapist

Unit Cost: \$206.73/session

2018 Actual Expenses: \$45,686.44

Major Funding Source: Jewish Federation of St. Louis

Outputs

	2018	2017
Unduplicated Individuals (age 15-65)	39	22
Number of Counseling Sessions	349	588

Individual & Family Therapy (IFT)

Program Overview

Counseling helps individuals improve relationships, manage worry and stress, and heal from past trauma or abuse. JF&CS provides a warm and supportive environment in which to talk openly and be heard.

OUTCOMES

IFT aims to reduce challenging behaviors and increase healthy functioning in everyday activities with children and families. In 2018, approximately 89% of IFT clients saw positive change in their symptoms as measured by the Behavior Assessment System for Children, Third Edition (BASC3).

2018 at a Glance

- Nine-11 new calls per month were received for individual and family therapy.
- The average wait time for an initial IFT appointment was five-seven business days.
- Most families prefer after-school and evening appointments.
- 65%-70% of clients kept their scheduled appointments.

Resources

1.31 FTE Clinicians

Unit Cost: \$176.24/hour

2018 Actual Expenses: \$165,523

Major Funding Sources: St. Louis County Children's Service Fund and insurance reimbursement

Outputs

	2018	2017	2016
Hours of Service Provided	939	507	1,162
Unduplicated Children and Families Served	131	182	81
Percentage of Newly Enrolled Clients Still Active in the Program	63%	63%	N/A
Percentage of Total Participants Identified as Jewish	19%	17%	17%

Learning & Behavioral Diagnostic Center

Program Overview

Diagnostic Testing provides in-depth educational and psychological evaluations for children and adolescents. Evaluation may result in recommendations for psychiatric and/or counseling services, provide diagnostic clarification/information to psychiatrists and counselors for more effective treatment, or allow children to access appropriate educational services. Evaluation also allows parents to better understand their child's behavior, enabling them to better meet their child's emotional and social needs.

OUTCOMES

38 follow-up phone interviews were made to discuss implementation of recommendations, new concerns, and overall satisfaction. 97% of all clients interviewed demonstrated success by implementing the recommendations provided in the psychological and/or educational testing report for their child.

2018 at a Glance

- The waitlist significantly increased to over 100 clients per month compared to 40 in 2017. The average waiting time for an appointment is more than seven months.
- Each case took an average of 40 hours.
- The JF&CS testing protocol library continues to expand to meet the increasingly diverse symptoms presented by clients.

Resources

4.28 FTE Diagnostic Testing Technicians

Unit Cost: \$77.22/hour

2018 Actual Expenses: \$508,150

Major Funding Source: St. Louis County Children's Service Fund

Outputs

	2018	2017	2016
Testing Intakes (approximately)	179	216	221
Children Served (unduplicated)	235	448	285
Caucasian	76%	80%	61%
African American	17%	14%	N/A
Female	41%	46%	43%
Male	59%	54%	57%
Identified As Jewish	11%	11%	9%
Family Incomes Under \$29,999	20%	29%	34%

*In 2018 we improved our reporting system to better reflect the number of active clients versus enrolled clients. This is reflected in the decrease in "children served" between 2017 and 2018.

Testing Technicians spend an average of 40 hours with each child to complete interviews, select test batteries, test, score, interpret scores, write reports, and discuss results at follow-up interviews. 6,581 hours of testing were provided in 2018.

Outpatient Psychiatry

Program Overview

Psychiatry provides low or no-cost diagnostic and medication management services for children and adolescents to alleviate debilitating symptoms. The psychiatrist addresses emotional disorders such as depression and anxiety, as well as neurodevelopmental disorders such as ADHD and autism, allowing children to continue on a path to healthy development.

OUTCOMES

Outcomes are measured using the Pediatric Symptom Checklist (PSC). In 2018, 60% of children showed overall improvement or maintenance of their current level of functioning.

2018 at a Glance

- The program continued to see referrals from the state foster care system.
- The program continued to see referrals from inpatient hospital programs for follow-up care.
- The program saw an increase in children treated for anxiety and depression, as well as suicidal ideation.
- The psychiatrist observed that children were needing more frequent visits to achieve stabilization and improved functioning levels.
- There is great need for more psychiatric services across the state. One JF&CS psychiatrist is unable to meet all requests. We have a waiting list for psychiatric services.

Resources

One child & adolescent psychiatrist providing 18-21 hours of service each week

One .25 FTE intake coordinator (liaison for the Psychiatry Program)

Unit Cost: \$327.14/hour

2018 Actual Expenses: \$315,557

Major Funding Sources: St. Louis County Children's Service Fund

Outputs

	2018	2017	2016
*Children & Adolescents Served (unduplicated)	307	354	501
Hours of Service Provided	964	1,058	953
Number of New Cases Opened	47	124	101

* Note: No new clients were accepted for six months in 2018 because we were at full capacity.



School Based Consultation Services (SBC)

Program Overview

The school-based team provides customized services to students on-site in schools across St. Louis County to help them improve their mental health and academic performance. Students referred to JF&CS's school-based services have been affected or traumatized by the death of a close family member or friend; abuse or neglect; the incarceration of a parent; marginalization; or other life challenges. The school-based team also provides developmental screening to identify concerns that could interfere with a child's preparedness to enter Kindergarten.

2018 Partners

- Saul Mirowitz Jewish Community School **31 students**
- Epstein Hebrew Academy **31 students**
- Torah Prep School **109 students**
- Millstone Jewish Community Center (JCC) Early Childhood Center **131 students**
- Fox JCC Early Childhood Center **78 students**
- Kol Rinah Early Childhood Center **50 students**
- Old Bonhomme Elementary, Ladue School District **34 students**
- Buder Elementary, Ritenour School District **35 students**
- Missouri Torah Institute **4 students**
- YWCA Head Start- Educare **4 students; screenings only**
- YWCA Head Start- North County **12 students; screenings only**
- YWCA Head Start- Overland **14 students; screenings only**
- Early Explorers Academy **14 students; screenings only**

Resources

1 FTE Manager of Community Based Services;
 1.5 FTE 10-month School-Based Consultants; .
 0.65 FTE 12-month School-Based Consultant

Unit Cost: \$64.44/hour

2018 Actual Expenses: \$206,794

Major Funding Sources: St. Louis County Children's Service Fund

Outputs

	2018	2017	2016
Individual Students Served	550	560	317
Hours of individual/group counseling	3,209	2,981	2,558
Hours of school-based coordination	149	235	200
Number of Early Childhood Developmental Screenings completed	162	N/A	N/A

OUTCOMES

The SBC program utilizes the Children's Global Assessment Scale (C-GAS) which plots a student's functioning on a 100-point scale. According to the C-GAS, 72.06% of students measured showed an improvement in functioning.

CLIENT SATISFACTION

92% of school teachers and staff rated the skills of their school-based consultant as "very good" or "excellent."

85% of school teachers and staff stated that the recommendations presented by the school-based consultant were "very good" or "excellent."



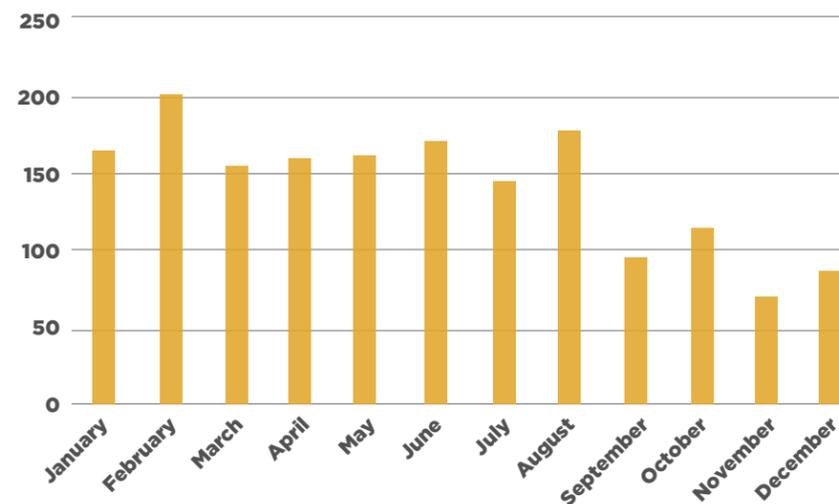
Program Overview

ElderLink St. Louis is a coordinated referral service for older adults, their children, and their caregivers. The referral line is staffed by a licensed clinical social worker, who takes the time to listen to each caller's unique needs, and offer customized information and referral on the issues affecting them or their loved ones.

2018 at a Glance

- Staff developed procedures and guidelines for the provision of guardianship services for vulnerable clients.
- JF&CS expanded visibility of Elderlink through digital media, print ads, and the JF&CS website.
- JF&CS participated in the Senior Services Forum, an older adult collaborative spearheaded by the Jewish Federation of St. Louis.
- Staff participated in a two-day training on the AIMS evidence-based care management model originally developed at Rush Hospital in Chicago. Staff incorporated this service delivery model across all JF&CS older adult services.
- Funding from the JCA Charitable Foundation enabled Elderlink to conduct extensive outreach to aging Holocaust Survivors in the St. Louis area, assess their needs, and connect them to resources.

Number of Callers Per Month



Resources

1 FTE Elderlink Information and Referral Specialist

Unit Cost: \$70.12/call

2018 Actual Expenses: \$206,794

Major Funding Sources: JCA Charitable Foundation, the Jewish Federation of St. Louis, and United Way of Greater St. Louis

Outputs

	2018	2017	2016
Total Calls	1,750	2,209	2,209
Repeat Calls	746	915	449
Callers who Identify as Jewish	42%	50%	65%
*Referrals Made	1,108	1,549	N/A

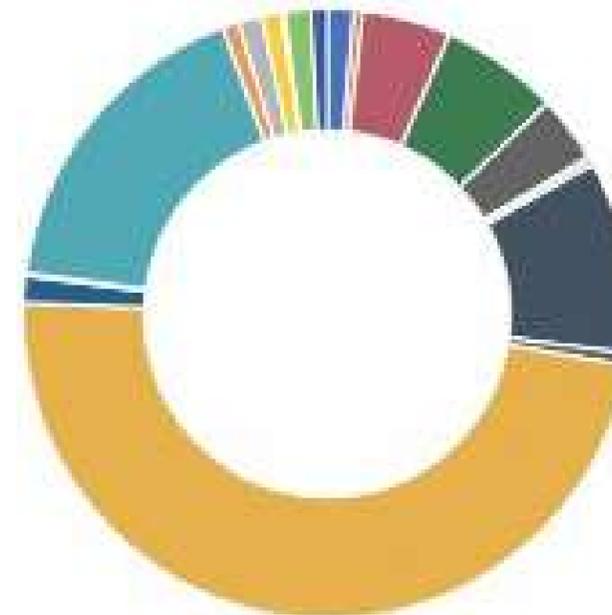
*Note: Referrals do not include those given in other areas such as Veteran's benefits, legal assistance, and social opportunities.

OUTCOMES

At the time of follow up, 72.3% of all callers reported that the referral given was successful or that they planned to use the referral given.

24.5% of callers did not respond to voice mail messages or were unable to be reached at the time of follow up.

Referral Source



JF&CS Staff	610
Non-Jewish Community Members	220
Jewish Community Members	130
Follow-up	80
Family/Friend	60
Gatekeeper Incoming	45
JF&CS Website	18
Covenant Place	18
Jewish Federation of St. Louis	18
American Parkinson Disease Association	16
Presentation	13
Other	11
NORC	11
Jewish Light	8
Crown Center	6
St. Louis Jewish Community Center	3
Gatekeeper Outreach	3
Social Media	2
NCJW	2



Enhanced Elderlink: Gatekeeper Program

Program Overview

The innovative Gatekeeper program ensures that isolated older adults are connected with much-needed services by enlisting the assistance of those who, in the normal course of their jobs, living situations or community involvement, may have contact with and be able to identify those at risk. Community connectors include pharmacists, hair dressers, grocery store clerks, apartment managers, medical providers, bank tellers, and more.

2018 at a Glance

- Initiated a collaborative model for working with synagogue staff to identify frail elderly members who rarely engage in synagogue activities or attend holiday or Shabbat services.
- Established a working relationship with local NORC Coordinator in order to share referrals on a more regular basis.
- Set-up Gatekeeper training sessions with local government officials such as mayors and City Council members.
- While the number of Gatekeeper referrals were down in 2018, there was an increase in the number of individuals served who were affected by homelessness or the inability to find affordable housing.

Resources

.78 FTE Elderlink Outreach Specialist

Unit Cost: \$513.03/individual trained

2018 Actual Expenses: \$81,059.29

Major Funding Sources: Jewish Federation of St. Louis
(targeted allocation)

Outputs

	2018	2017	2016
Vulnerable Older Adults Served	176	281	249
Elderly Holocaust Survivors Assisted through Blue Card Funding	25	20	76
Gatekeeper Presentations Made	51	96	53
Individuals Trained	158	239	297



Financial Assistance Program

Program Overview

The Financial Assistance Program helps financially-distressed Jewish individuals and families acquire immediate funds, advocacy, and support to help them through times of crisis and move toward self-sufficiency. Financial assistance is offered on a short-term basis of one to six months. The amount of assistance provided is based on available funding and the extent of the client's need. The financial assistance program also administers a program through the Jewish Loan Association, which grants "zero-interest" loans for Jewish individuals through funding provided by the Jewish Federation of St. Louis. These funds provide the stability needed to establish a plan for achieving financial independence.





2018 at a Glance

- The procedure for the disbursement of Indigent Burial Funds was revised in collaboration with two St. Louis Jewish funeral homes.
- The JF&CS Board of Directors approved an additional one-time allocation of funds to be distributed in 2018.
- The collaboration of the MERS Goodwill Jewish Employment Program and the JF&CS Mental Health Care Management Program continued to enable clients to achieve positive outcomes.

OUTCOMES

95% of clients enrolled in the program maintained stable housing and avoided eviction and utility shut off.

52% of clients began making steps toward self-sufficiency. Steps toward self-sufficiency include: debt reduction, downsizing, connecting to community resources and entitlement programs, and employment.

64% of clients were successfully linked to services.

* Outcomes are tracked during monthly appointments and service plan review.

Harvey Kornblum Jewish Food Pantry

Program Overview

JF&CS's Harvey Kornblum Jewish Food Pantry (HKJFP) is the largest food pantry in the region. Community members who visit the food pantry are often experiencing hardships in addition to hunger, including unemployment or underemployment, lack of access to health care, and housing insecurity. The pantry's staff and volunteers connect visitors and their families to the services they need through a JF&CS program or to an external partner in the community.

Resources

1.28 FTE Financial Assistance Social Worker

Unit Cost: \$239.22/direct appointment and/or case management

2018 Actual Expenses: \$284,915.80

Major Funding Sources: The Jewish Federation of St. Louis (targeted allocation)

Outputs

	2018	2017	2016
Financial assistance distributed	\$143,208.60	\$135,672.82	\$134,197
Unduplicated individuals served/appointments	185/905	185/1126	412/1223
Female Clients	65%	66%	63%
Ages 65+	37%	31%	29%
Ages 35-55	49%	54%	36%
Ages 35 and under	14%	15%	8%
Annual income less than \$29,999/year	86%	85%	83%
Hannukah Hugs Recipients	101	104	76

Direct financial assistance funds include: Ephraim Charitable Trust*, Loeb Fund for Indigent Jews*, Enhanced Loeb Fund*, Rose Gross Fund*, Abrams Fund for Medical Needs*, Hieken Chesed Fund*, Jossem Fund*, Children's Emergency Fund*, Eisenberg Dream Fund, Needleman Fund for Independence, Anonymous Fund.

*Funds of the Jewish Federation of St. Louis

Demographics

Total # of Guests Served	Households Served (UD) 4,449	Individuals Served (UD) 14,890	Individuals Served (D) 78,568	Number of visits 24,023
Age Breakdown (UD)	Children through 18 38%	Adults 19-54 40%	Seniors 55+ 22%	
Ethnicity by Percent of Households Served	African American 63%	Caucasian 27%	Asian 2%	Multi-Ethnic 2%
	Native American 1%	Hispanic 2%	Other 2%	Did not Disclose or No Info 0%
Average Household Income	\$1,080 per month	Ranges from \$0 to \$5,800 Monthly		
Average Household Size	3.3 Individuals Ranges from 1 - 19			
Jewish Guests (UD) % of Total Guests	Households 308 7%	Individuals 613 4%	UD = Unduplicated D = Duplicated	



OUTCOMES

74% of surveyed guests stated that the HKJFP provided their family with at least 10 days' worth of food.

100% of pantry guests received education/referral information via intake, a community resource board located in pantry waiting room, RN and Nutritionist providing health education on-site, and/or upon request.

100% of pantry guests received food. Visitors coming to the pantry for services who were ineligible were offered a courtesy bag consisting of 1-2 days of food. In addition, visitors received information about locating other food pantries.

85% of the households (HH) served reside in 16 zip codes (see table), though 72 total zip codes are served.

96% of households reside in St. Louis County and 4% reside in St. Louis City.

Twelve households reside in St. Charles, Franklin County, or Illinois.

2018 at a Glance

- The St. Louis-Jefferson Solid Waste Management District awarded a grant to establish a composting program. 77,350 pounds of the pantry's organic waste was diverted in the first 2.5 months of the program, which started in mid-October.
- Approximately 60 pantry volunteers and eight pantry staff participated in the first daylong HKJFP volunteer conference in April 2018. A consultant trainer led the "RelationShifts" conference, which focused on unconscious bias and communication skills to enhance the guest, volunteer, and staff experience at the pantry.
- Building on feedback from a December 2017 pilot program, the HKJFP distributed 4,000 dental hygiene bags to families with children ages five through eighteen. This initiative was made possible through the RalphCares Program, an endowment fund honoring the memory of Ralph Gabriel Raskas.
- Staff launched a quality improvement plan to return guests' calls within 24 hours. Most guests call to learn about pantry guidelines and/or schedule appointments. The implemented changes resulted in 95% of calls being returned the same business day and a decrease in client complaints.
- Pantry leadership created a quality improvement plan to lessen wait time for pantry guests by eliminating the need for guests to meet with the scheduler before volunteers deliver the guest 'visit sheet' to the pantry area. The average wait time from check-in to receiving food was reduced by 30 minutes.
- The HKJFP staff and volunteers distributed holiday food bags to Jewish pantry guests, home delivery guests and some financial assistance clients for Passover (200 households) and Rosh Hashanah (170 households).

Areas Served with 100+ Households

Zip Code	Areas	# of HH
63031	Ferguson, Florissant	153
63033	Black Jack, Ferguson, Florissant	183
63042	Bridgeton, Hazelwood	104
63074	Breckenridge Hills, Bridgeton, St. Ann	240
63114	Breckenridge, Charlack, Overland, St. John	592
63121	Berkeley, Ferguson, Jennings, Normandy, and MANY small towns in the UMSL area	323
63124	Ladue, University City	105
63130	University City, Vinita Park	239
63132	Creve Coeur, Olivette, Overland, U City	200
63133	Bel-Nor, Greendale, Hanley Hills, Pagedale, Wellston	207
63134	Bel Ridge, Berkeley, Ferguson, Kinloch, Woodson Terrace	195
63135	Calverton Park, Dellwood, Ferguson, Hazelwood, Jennings, Normandy	228
63136	Bellefontaine Neighbors, Dellwood, Ferguson, Jennings	530
63137	Bellefontaine Neighbors, Glasgow Village, Riverview	146
63138	Spanish Lake, West Alton	140
63146	Creve Coeur, Maryland Heights, Unincorporated St. Louis County	257

CLIENT SATISFACTION

98% of clients surveyed rated the overall quality of care and service received at the food pantry as "good," "very good," or "excellent."

98% of clients surveyed rated the level of care and respect shown toward them by staff and volunteers as "good," "very good," or "excellent."

98% of clients surveyed rated the location of the food pantry and availability of close, convenient and safe parking as "good," "very good," or "excellent."

95% of clients surveyed said they were "definitely" or "probably likely" to recommend the food pantry to others.

89% of clients surveyed rated the amount of time they waited to shop or receive food once they arrived as "good," "very good," or "excellent."

79% of clients rated the services received at the food pantry as "better" or "best" compared to other food pantries they have visited. 10% rated the services as the "same."

92% of clients surveyed stated that the quality of information provided to them about other community services (such as rent assistance, mental health services, medical care) was "good," "very good," or "excellent."

79% of clients surveyed said that they were "definitely likely" to return to the food pantry. 17% of clients surveyed said that they were "probably likely."





In-Home Services/Homemaker

Program Overview

The In-Home Services/Homemaker team conducts professional assessments and creates individualized care plans for frail seniors and adults with special needs so they can maintain independence in their own homes and preserve connections to the local community.

2018 at a Glance

- JF&CS has established a new partnership with Simmons College, a prestigious liberal arts institution, to provide MSW students with a semester-long Homemaker program internship.
- A system was implemented to more accurately track a client's subsidy limit per funding year.
- The Center for Health and Social Care Integration at Rush University Medical Center provided case management training using the Ambulatory Integration of the Medical and Social (AIMS) model of transitional care.
- Homemaker initial assessment documents were updated to incorporate the AIMS model of care management.
- The Homemaker program moved to a wait list in August of 2018. At the time of this report, there were 50 clients on the list.

OUTCOMES

82% of older adults and adults with special needs maintained or improved their level of functioning within the home environment for at least six months.

93% of older adults and adults with special needs maintained or improved their quality of life as measured by the World Health Organization Quality of Life (WHOBREF-QOL) instrument.

Resources

.78 FTE Homemaker/In-Home Services Coordinator

Unit Cost: \$21.91/hour of service

2018 Actual Expenses: \$745,603.14

Major Funding Sources: Neighborhood Assistance Program (NAP) credits, Jewish Federation, United Way, and client fees

Outputs

	2018	2017	2016
Homemaker services provided (hours)	34,032	23,825	22,391
Clients served (unduplicated)	248	222	138
Female clients	77%	73%	80%
Male clients	22%	27%	20%
Jewish clients	37%	57%	57%
Clients with incomes \$20,000/year or lower	68%	66%	77%
Average client fee (per hour of service)	\$10.00	\$9.92	\$10.45
Average number of hours of service received per client/per week	9.1	N/A	N/A





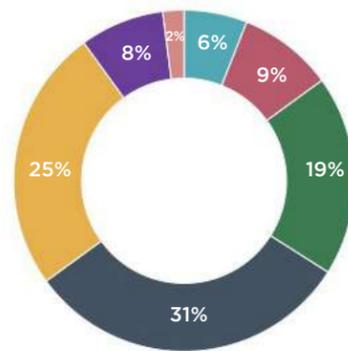
Jewish Community Mental Health Care Management

Program Overview

Jewish individuals are connected to mental health services through community outreach and education, information and referral provision, relationship-building, and case management. Community outreach and education provides needed opportunities to de-stigmatize mental health conditions.

Age of Clients

Under 20	6%
Age 20 - 34	9%
Age 35 - 54	19%
Age 55 - 64	31%
Age 65 - 74	25%
Age 75 - 84	8%
Age 85+	2%



2018 at a Glance

- The program was launched in 2018.
- JF&CS staff participated in training on a national evidence-based model for suicide prevention called “Question Persuade Refer” (QPR) to generate referrals and increase community capacity to support individuals with mental health and/or substance abuse concerns.
- Staff scheduled and attended follow-up outreach meetings with community rabbis, including information about QPR training.
- Staff published two op-eds in the Jewish Light to generate referrals and create visibility for the program.
- Intake and assessment materials were revised to become more accessible to clients.
- New long-term and intensive services were offered based on client need(s).
- JF&CS expanded its range of eligible clients to include those with mental health and/or substance abuse concerns looking for resources/referrals outside of direct counseling services.

Resources

1 FTE Jewish Community Mental Health Care Manager
 Unit Cost: \$171.45/point of contact
 2018 Actual Expenses: \$155,164.60
Major Funding Sources: Jewish Federation of St. Louis (strategic grant)

Outputs

	2018
Race - Caucasian	100%
Religion - Jewish	100%
Gender - Male	37%
Gender - Female	63%
Training Participants	160
Trainings Delivered	5
Outreach Contacts	58

OUTCOMES

79% of clients connected with at least one new service.

7 clients concluded the program after accessing all needed services.

CLIENT SATISFACTION

86% of clients surveyed rated the quality of training as “very good” or “excellent.”

82% of clients would recommend the training to others.



Jewish Disability Care Connect



Program Overview

Jewish Disability Care Connect provides information, referral, guidance, and advocacy for individuals in the Jewish Community who have a physical or developmental disability. Assistance is provided to access SSI, food stamps, Medicaid, and other government benefits. The Care Manager also identifies appropriate housing, money management services, socialization opportunities, and linkages to counseling, long term legal and life care planning. This program provides connection to the Jewish community through programming and outreach.

2018 at a Glance

- The program was launched in 2018.
- Infrastructure for the program was established.
- A marketing brochure was developed.
- Two community presentations were facilitated: a meet & greet for 20 participants and “Rolling in the Resources” for 15 participants.
- Partnerships were established with the Special School District, and Family Support & Respite Coalition.

Resources

1.0 FTE Jewish Disability Community Care Manager

2018 Actual Expenses: \$53,690.14

Major Funding Sources: Jewish Federation of St. Louis (targeted allocation)

Outputs

	2018
Individuals with disabilities or their family members reached	50
Individuals who participated in community presentations	35

VOLUNTEERS PLAY A CRITICAL ROLE IN IMPLEMENTING THE MISSION.



Max & Drew Erlich Volunteer Program

With the support of volunteers, JF&CS is able to provide high quality services to more people in St. Louis than with paid staff alone. The volunteer workforce includes 161 regularly scheduled volunteers who perform multiple functions throughout the organization, with the bulk of the volunteer workforce serving at the Harvey Kornblum Jewish Food Pantry. **In 2018, volunteers provided a total of 24,379 hours of service, the equivalent of 12 full-time employees.**

Hours Summary

	2018	2017	2016
Food Pantry	18,918	20,296	20,227
Celebration Baskets	171	292	354
Chaplaincy	99	203	185
Administrative	156	194	249
Groups-Ongoing	1,552	2,726	1,842
Groups (Youth & Adults) & EP Adults	3,358	2,604	1,248
Episodic Youth	125	220	145
Pro Bono / VISTA	N/A	1,451	196
TOTAL HOURS	24,379	27,986	24,446
FULL TIME EQUIVALENT	12.1	14	12.2



Finance & Business

Recruitment

In 2018, 191 potential volunteers contacted the Volunteer Coordinator, representing a slight increase from 2017. Of these individuals, 61 came in for an interview and were referred to the appropriate program (60 to the food pantry and one to chaplaincy). Of the 60 volunteers referred to the food pantry, 44 continued to volunteer in 2019. Of the 17 volunteers who chose not to continue: seven did not start, three did not return, two chose another volunteer role, two moved to another state, one left for paid employment, one left for health reasons, and one left for personal reasons.

Retention

Record-keeping continued to improve in 2018 as more volunteers shared information on their reasons for ending volunteer service.

Twenty-six volunteers left JF&CS in 2018. The top reasons given were health concerns for either the volunteer or family members, or the physically demanding nature of their volunteer roles. JF&CS experienced a 16% turnover rate in 2018. It is likely that turnover will increase in 2019 as the Agency's volunteer base continues to age.



Jewish Family & Children's Service's Department of Finance and Business maintains the organization's accounting, fiscal planning and record keeping functions. The finance and business team develops and manages budgets, and monitors the flow of funds. The team is responsible for providing accurate and timely financial statements and analysis to the CEO and the Board of Directors.

2018 at a Glance

- JF&CS is committed to investing in the recruitment and retention of high-quality team members. To meet this goal, JF&CS made a 4% profit sharing contribution for all eligible employees. The organization also hired AAIM, a talent development and retention company, to perform a compensation study to determine JF&CS's competitive position in the employment marketplace. Based upon the outcome of the study, JF&CS moderately increased the wages of several staff members in 2018.
- In 2016, JF&CS began making contributions to a building reserve account. These contributions are based upon a building reserve study conducted in 2014. As of December 2018, \$156,000 is in the account, compared to \$117,000 at the end of 2017, and \$78,000 at the end of 2016.
- JF&CS applied for and was awarded an additional \$50,000 in recaptured tax credits through the Missouri Neighborhood Assistance Program (NAP). All of the credits were sold prior to the end of the project period. A total of \$250,000 NAP tax credits were sold in 2018.
- The JF&CS Board of Directors allocated a total of \$144,000 in operating reserves for additional programming in the Financial Assistance Program, Child Abuse Prevention Program and Psychological Testing & Assessment program to further meet the demand for services in these areas.
- JF&CS received a \$1.2M anonymous endowment gift that will support the organization's programs over the coming years.

Spending Distributions

	2018	2017	2016
Total Revenue	6.1M	6.1M	5.1M
Total Expenses	5.4M	4.75M	4.13M
Programs	82.6%	89%	84.3%
Management	10.7%	5.5%	8.7%
Fundraising	6.7%	5.6%	7.1%

The chart to the left illustrates JF&CS's commitment to spending funds on quality community programs and services. The slight drop in programmatic spending and increase in management expenses in 2018 reflects changes in Financial Accounting Standards Board (FASB) industry-wide guidelines. The new guidelines standardized the allocation method of expenses among programs and supporting services.

Development

JF&CS continues to receive strong support from community funders and individual donors. Efforts in the coming year will focus on increasing program visibility in the corporate and business sectors, as well as continuing to build the base of individuals supporting new and existing programs.

The fund development program raises unrestricted and restricted contributed income for the organization by developing new donor resources, and stewarding existing donor relationships. Contributed income includes allocations, direct mail appeals, special events, tributes, NAP and food pantry tax credits, individual donations, and planned gifts and bequests.

In 2018, JF&CS generated \$4,269,375 in contributed income against a budgeted goal of \$2,734,015. Highlights include increased grant support from the Jewish Federation of St. Louis; increased NAP tax credits for the Homemaker program; and a restricted bequest of \$1.2 million. Unrestricted contributions were lower than budgeted by approximately \$199,000, and net revenue from special events was lower than budgeted by \$50,000.

2018 Contributed Income

Grant Income	\$231,011.08
Jewish Children's Home	\$75,000.00
The Jewish Federation of St. Louis	\$881,806.14
NAP Tax Credits	\$181,924.82
Restricted Contributed Income	\$1,372,749.36
Special Events Income (net of expenses)	\$116,614.53
United Way of Greater St. Louis	\$698,348.00
Unrestricted	\$701,507.56
Total Contributed Income	\$4,269,375.49

Technology Update

In 2018 JF&CS:

- Purchased 27 new computer workstations
- Replaced computer servers
- Purchased a new computer firewall
- Contracted for additional modules of ETO to make a more robust system
- Approved a tele-health pilot project for implementation in 2019-2020

Facilities Update

In addition to standard repairs and maintenance, JF&CS also made the following improvements and/or upgrades to its properties:



ALLAN R. HOFFMAN BUILDING

10950 Schuetz Road

1. Installed new fencing around the trash dumpsters
2. Installed phone in Celebration Basket room located in the basement
3. Installed new signage in parking lot
4. Installed new outer door at employee entrance



MAX AND DREW ERLICH CENTER

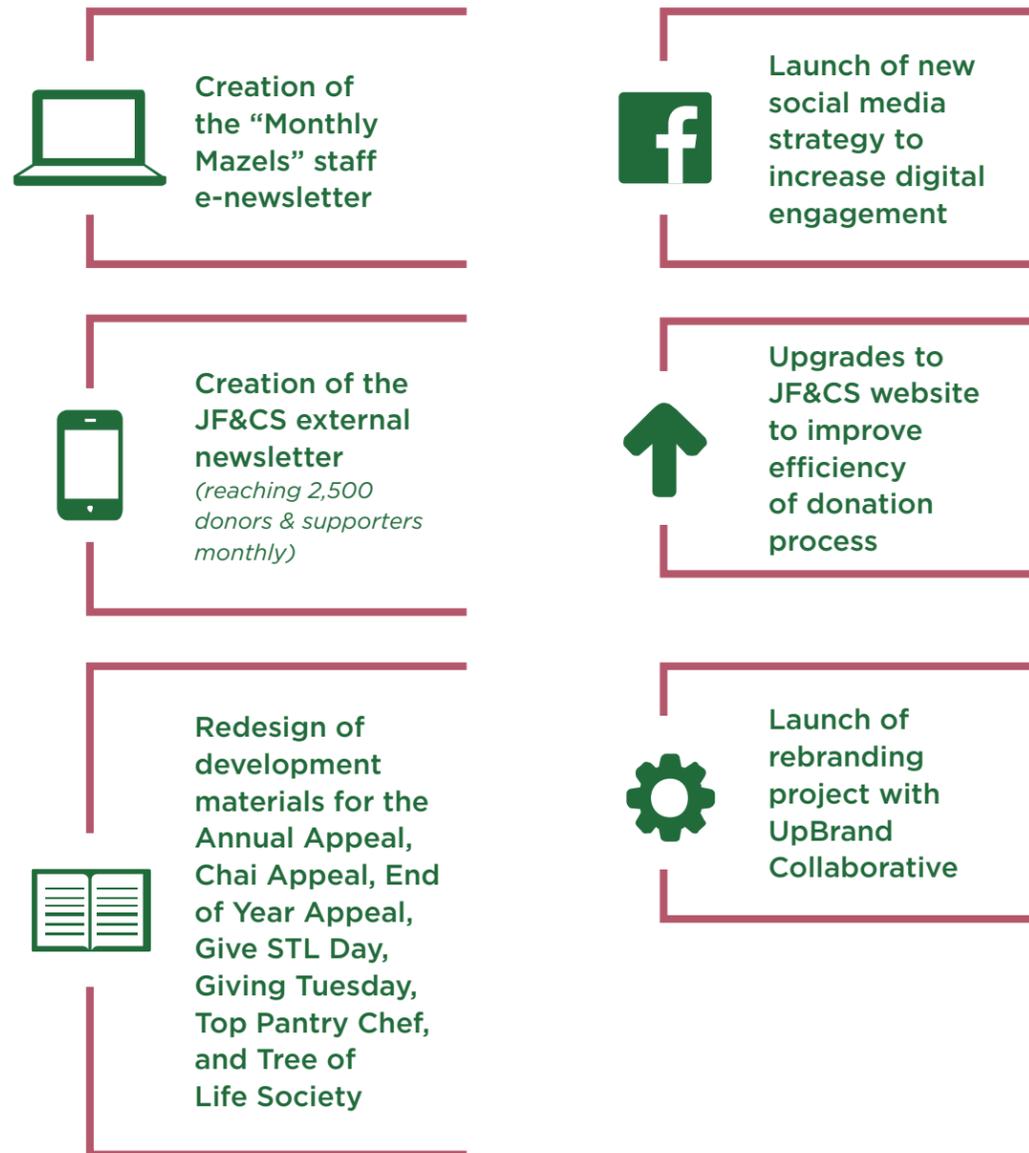
10601 Baur Blvd

1. Upgraded electrical and plumbing to install a new washer and dryer
2. Sealed the floor of the Food Pantry shopping area
3. Replaced the compressor in one of the coolers
4. Installed WiFi
5. Installed new speakers in the Food Pantry warehouse
6. Cleaned and repaired all furniture in the reception area



Marketing & Communications

In March of 2018, JF&CS hired a full-time Marketing and Communications Coordinator. The coordinator's role is to oversee all branding, marketing, and communications efforts, and to ensure that both internal and industry-wide standards are met. The coordinator collaborates with each department to raise awareness of the agency's programs through a combination of digital marketing and print advertising. Some of this year's highlights include:



Performance Metrics

Facebook	November 2017	November 2018
Page Likes	836	976
Daily Page Users	177	1,152
Total Reach	3,575	13,231
Impressions	5,200	21,883

Twitter	November 2017	November 2018
Impressions	139	7,755
Profile Visits	47	143
Mentions	3	12

LinkedIn	November 2017	November 2018
Total Followers	160	210
Page Views	25	65
Unique Visitors	24	39
Post Impressions	1	882

Constant Contact	Industry Average	JF&CS
Open Rate	20%	34%

Digital Marketing	2017	2018
Top Pantry Chef (New Marketing Plan)	\$82,000	\$153,000
Online Donations	\$7,540 (6 mo)	\$8,600 (6 mo)

Each new visitor to one of our social media pages is an opportunity to tell a potential client, donor, or volunteer about the wide array of services JF&CS offers and the impact we make in the local community. Over the coming year, the organization will continue to hone in on the messaging and strategies used to engage with supporters in a meaningful way, and further its efforts to raise awareness in the community at large.



Human Resources



Human Resources activities are divided between transactional and strategic activities. Transactional activities are related to workforce recruiting, employee turn-over, maintenance of employee records and benefit enrollments. Strategic activities relate to improving processes for talent management, risk management, and infrastructure improvements.

JF&CS started 2018 with 59 employees. The highest number of staff employed during the year was 64 employees. **At the end of 2018 there were 62 employees.** There were two open positions at the end of 2018.

Workforce Update

Of the 62 employees to start 2019, 33 are full time, 7 work 30-35 hours per week, 16 work 19.25-29 hours per week, and 6 work 15 or fewer hours per week. These employees also span a wide age range with 18 aged 60 or older, 17 aged 40-59, and 27 aged 39 or under. Of these employees, 42 identify as female, 19 identify as male, and 1 employee chose not to identify.

Staff members self-identify using the EEOC classifications. The breakdown is 46 White, 9 Black or African-American, 2 Hispanic, and 5 identifying as two or more races. Of the 62 employees, 11 have 10 years or more of service at JF&CS, 10 employees have 5-9 years of service, and the remaining 41 have been at JF&CS less than 5 years.

2018 at a Glance

- HR designed and distributed individualized Total Compensation Reports to all staff.
- JF&CS implemented a new compensation policy, which brought 15 staff members to the minimum or midpoint of their pay bracket based on their years of service at JF&CS.
- HR designed and implemented an employee survey in August 2018 which indicated general satisfaction with the employment experience at JF&CS.
- The HR Department created a process for supervisors to submit job description changes.
- JF&CS held staff appreciation events throughout the year, including a summer BBQ, ice cream social, school supply drive, holiday celebrations, and other activities to increase employee engagement.



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JEWISH FAMILY &
CHILDREN'S SERVICE



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