

# STRATEGY MAP

<b>Core Values</b>	<b>Called to Serve:</b> We are called by God to love and serve those most in need of physical and spiritual healing with the gifts and talents we have been so graciously given.	<b>Community:</b> We are rooted in the community we serve, offering unconditional hope, faith and love to all, with a special focus on those most in need.	<b>Christian love:</b> We believe in Christ's transforming and sacrificial love in very practical ways, recognizing that helping others is always costly.	<b>Confer dignity:</b> We value and uphold the dignity of every person we encounter.
<b>Core Purpose</b>	We exist to collaborate with others in bringing hope, healing, and restoration to our community as a visible manifestation of God's love for the world.			
<b>Envisioned Future</b>	We look forward to a time when our community is brimming with God's life giving love, where everyone feels a sense of belonging, safety, and well-being. We will be leaders in the initiative that transforms our neighborhoods through strong, collaborative relationships. We will occupy a position of influence with local governments. Our services will reflect our Christian values, and will be trendsetting in the field of community oriented healthcare. Our organizational model will be sustainable and reproducible. Our contributions to the vitality of our community will be regarded nationally as a model for population health, inspiring believers to start up similar works in communities across the globe.			
<b>Goals</b>	Integrate faith in all we do.	Have a financial plan that is flexible, ensures our ability to innovate, expand our reach, and retain talent.	Develop a sustainable and reproducible organizational model, rooted in our values, focused on state-of-the-art services, and adaptable to community needs.	Build strategic alliances that establish us as leaders in the field of community well-being.

His Branches 2045 Strategy Map



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# A WORD FROM OUR FOUNDER



Before Susan and I met in the early 1970s, we were both apprehended by the Lord's grace and independently surrendered our troubled lives to Jesus Christ. I was a caring but spiritually confused family physician fresh out of training who was working hard serving as the medical director of an inner city poverty clinic in Rochester, and she was pursuing her undergraduate premedical studies in

Indiana. Over the next couple of years after our conversions, we were each sovereignly given visions of a place that we had never seen before, a clinic where patients could be comprehensively cared for and experience the love of Christ in a safe space. Sharing this vision became part of our courtship and engagement, and discovering its outworking has been a

commonly held feature of our marriage and family life for the past 40 years.

During that time our lives, family, neighborhood, community, and nation have gone through many changes. Since opening in 1978, our small "Mom and Pop" ministry has grown into a Federally Qualified Health Center with 6 medical providers and over 25 staff serving some of Rochester's neediest people at several locations. God's grace has been abundant, and His plans for the future are unfolding in very faith-inspiring ways.

We believe that the best is yet to come. This is His work: He is the Vine and we are His Branches. May He prune us all that we may bear more fruit and bring glory to His Name!

Dr. Bill Morehouse



## MISSION, VALUES, AND VISION

### PURPOSE/MISSION

We exist to collaborate with others in bring hope, healing, and restoration to our community as a visible manifestation of God's love for the world.

### VALUES

- **Called to Serve:** We are called by God to love and serve those most in need of physical and spiritual healing with the gifts and talents we have been so graciously given.

- **Community:** We are rooted in the community we serve, offering unconditional hope, faith and love to all, with a special focus on those most in need.

- **Christian love:** We believe in Christ's transforming and sacrificial love in very practical ways, recognizing that helping others is always costly.

- **Confer dignity:** We value and uphold the dignity of every person we encounter.

### VISION

We look forward to a time when our community is brimming with God's love, where everyone feels a sense of belonging, safety, and well-being. We will be leaders in the initiative that transforms our neighborhood through strong collaborative relationships. We will occupy a position of influence with local governments. Our services will reflect our Christian values, and will be trendsetting in the field of community-oriented healthcare. Our organizational model will be sustainable and reproducible. Our contributions to the vitality of our community will be regarded

nationally as a model for community health and our model will spread widely across the globe.

### LONG-TERM, 30 YEAR GOALS

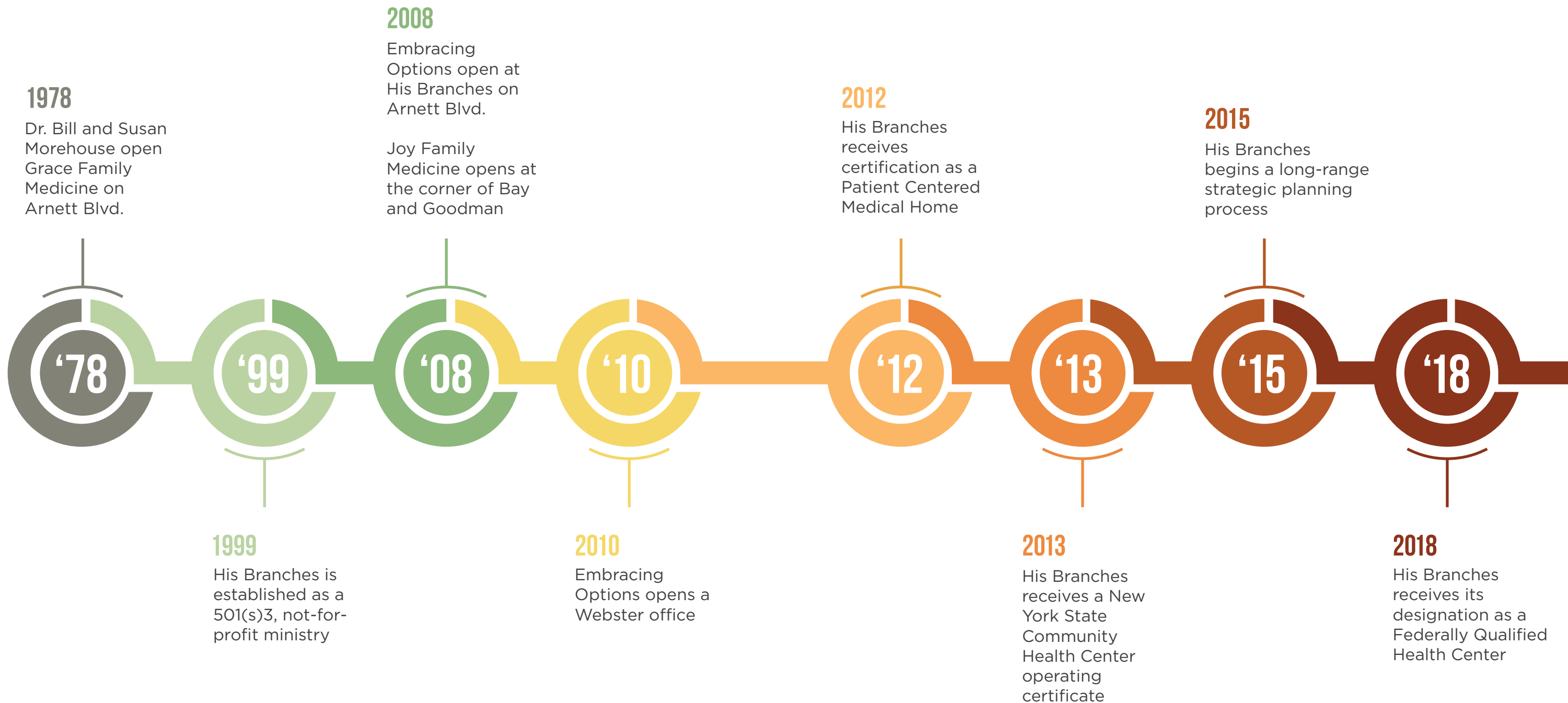
**1** Have a financial plan that is flexible, ensures our ability to innovate, expand our reach, and retain talent.

**2** Develop a sustainable and reproducible organizational model, rooted in our values, focused on state-of-the-art services, and adaptable to community needs.

**3** Build strategic alliances that establish us as leaders in the field of community well-being

**4** Integrate faith in all we do.

# 40 YEARS OF SERVING THE COMMUNITY







ORGANIZATIONAL

HISTORY

HOW WE ARE SERVING THE COMMUNITY

His Branches was formed as a community service organization in 1978 when a group of Christians opened a prayer room, a small medical office, and a teen coffeehouse on Arnett Boulevard in the heart of Rochester’s 19th Ward. From this foundation, His Branches has grown into three branches: His Branches Health, His Branches Wellness, and His Branches Community.

**HIS BRANCHES HEALTH** is primary care for those most in need, with two community health centers: Grace Family Medicine in the 19th Ward, and Joy Family Medicine in Beechwood. Our patients range in age from zero to 100. We specialize in family medicine, pediatrics, OB care, women’s health, adult and geriatric care, diabetes education, acute

and chronic disease management. In our fiscal year 2017, we served 1,889 patients in 6,912 patient visits. His Branches is proud of its standing as a New York State Article 28 Diagnostic & Treatment Center, a Level III Patient Centered Medical Home, and a Federally Qualified Health Center. Fundamental to our value system and approach to health care is conferring dignity in every patient encounter.

**HIS BRANCHES WELLNESS** is made up of programs and services that enrich and facilitate the health and well-being of our communities and the people who live in them. Our first program was Embracing Options, whose core purpose is to reach the culture of today with positive life affirming choices relating to pregnancy and sexual activity. Embracing

Options now operates in multiple sites across Rochester. Many trained, volunteer, peer counselors deliver a wide range of education programs to both women and men in parenting and life skills, sexual risk avoidance, abortion recovery, and sexual healing; and services such as STD testing and material aid for new parents. In 2017, Embracing Options had 565 client visits. More recent wellness programs include Healthy Me!, an

interactive group learning session in food literacy and chronic disease management facilitated by our own providers and Foodlink nutrition educators, and funded by the Farash Foundation. Three hundred of our patients with chronic diseases will be enrolled in this program, and an additional 900 will be impacted. Another program is a strong collaborative partnership between two of our providers who are



passionate about teen mentoring, and the Hillside Work Scholars program. East High School students visit the clinic weekly, engaging in dynamic health related discussions on topics such as substance abuse, sexual health, depression, and suicide. The students have learned health skills like taking pulses and blood pressures, and were empowered to use these new skills in a health fair in their own neighborhood. Programs funded by the Greater Rochester Health Foundation and Finger Lakes Performing Provider System create better access for our patients through

transportation assistance and the ability to get lab work done right in our clinics prior to an appointment.

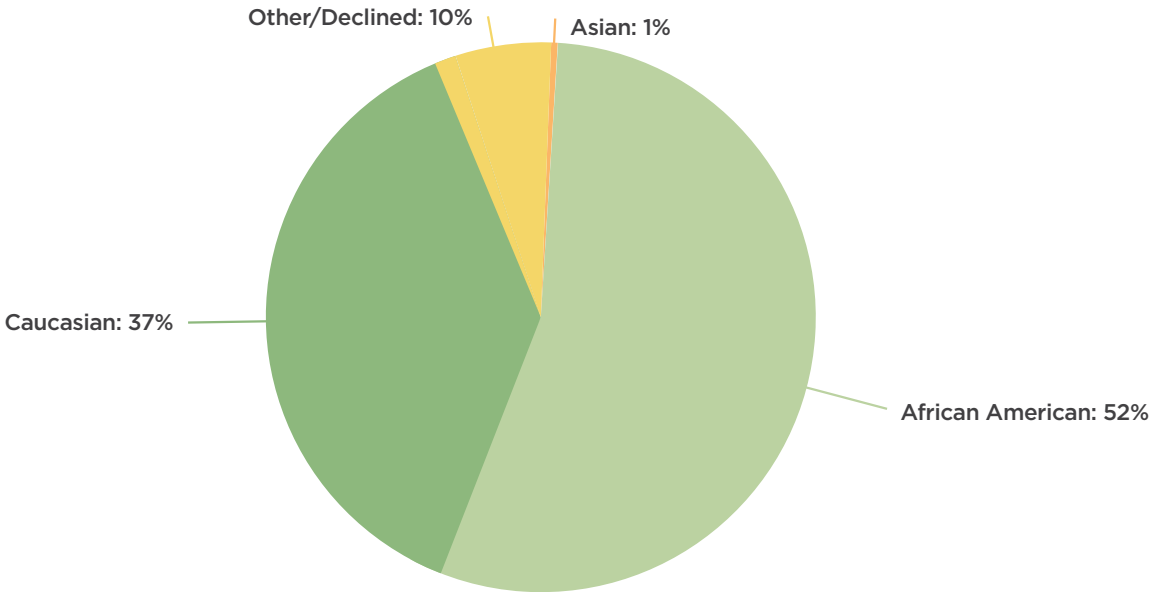
# HIS BRANCHES COMMUNITY

is active in several neighborhood initiatives that foster a greater sense of belonging, personal investment, and hope. In the 19th Ward neighborhood, we sponsor the Arnett Block Association whose activities help improve safety and sense of community through activities such as the annual block party, a neighborhood garden, and programs at the

Arnett Branch library. In the Beechwood neighborhood, we are working together with organizations such as Connected Communities, 441 Ministries, and the Gerhardt Neighborhood Outreach Center on neighborhood revitalization. On a broader community-wide basis, we are involved in a number of peacemaking activities with like-minded citizens by participating in the creation of an anti-gun violence video, *The Front Row*, and its sequel, *Creating Hope*. In partnership with the Rochester Police, we have been a site for a successful gun buyback program.

# PATIENT DEMOGRAPHICS

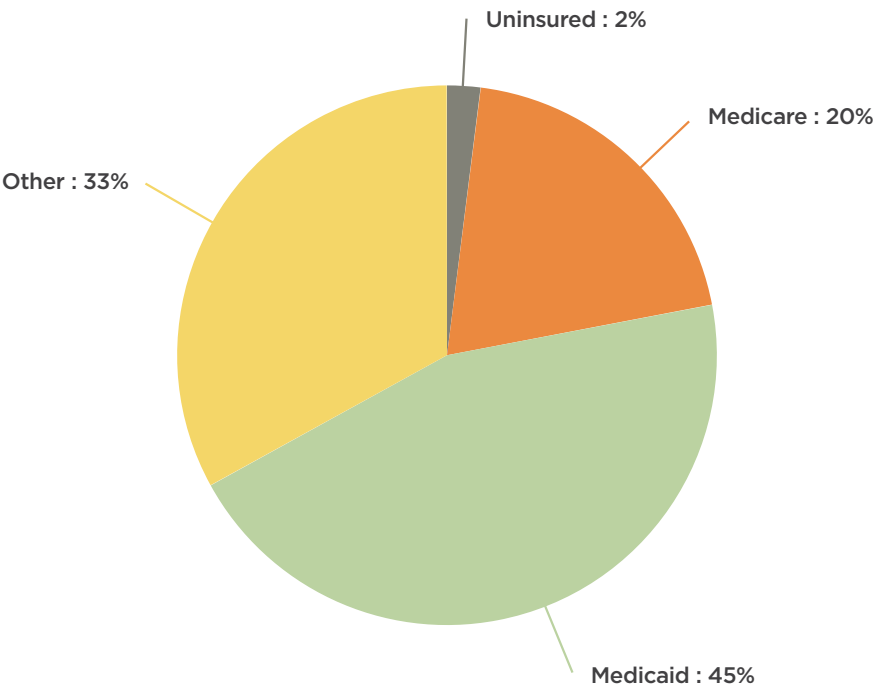
## RACE & ETHNICITY



TOTAL PATIENTS - 2,600

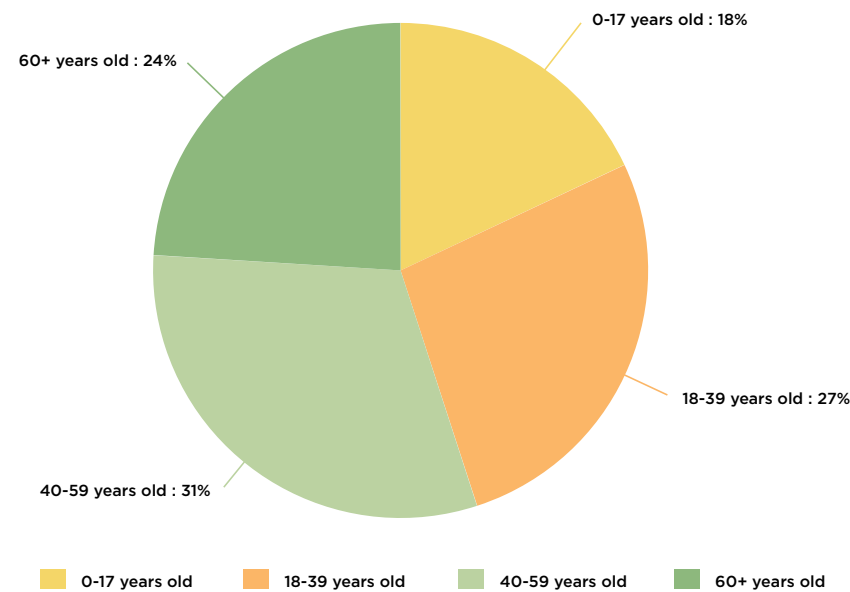
\*188 patients identify as having Hispanic ethnicity and self-identify as many races.

## SOURCE OF PAYMENT





# PATIENT AGE GROUPS



## INCOME

	\$832,672 Medical Fee for Service
	\$175,628 Quality Measures
	\$156,764 Fundraising & Donated Services
TOTAL: \$1,165,064	

## EXPENSE

	\$792,163 Salaries & Benefits
	\$251,523 Facilities & Administrative Costs
	\$149,014 Direct Medical Costs
TOTAL: \$1,192,700	

# EMBRACING OPTIONS 2017 SERVICES PROVIDED



54 Free Pregnancy Tests



130 Parenting Classes



53 Free Limited Ultrasounds



126 Clients Received Material Aid



565 Client Visits



2 church youth groups completed Sexual Risk Avoidance Classes



14 Professions of Faith



7 Abortion Recovery Classes