

2019

ANNUAL

REPORT

**PERNET
FAMILY
HEALTH
SERVICE**





MISSION

In the tradition of The Little Sisters of the Assumption, Pernet Family Health Service supports the physical, social, psychological and spiritual development of individuals and families by providing home-based health and social services that lead to long-term strengthening and enhancement of family and community life.



VISION

Pernet Family Health Service is a vibrant, family-centered and resource-rich partner in the development of strong, healthy and self-sufficient families and individuals who participate actively in community life.



VALUES

- Belief in the dignity and worth of each individual
- Empowerment so that families have the tools to reach their full potential
- Dedication and commitment to supporting families in attaining their goals
- Recognition of every family's strengths and positive attributes
- Empathy for families facing challenges
- Teamwork to reach our Mission and Vision
- Mutuality in relationships, we both give and receive
- Respect for diversity and the richness of our differences





PROGRAMS

Early Intervention

- Developmental service available to families of children between birth and three years of age
- Family Support Services
- Fathers and Family Program
- Homemakers Program
- Parent Aides Program
- Parenting Classes



Maternal and Child Nursing

- Providing home care and support to pregnant and parenting women and their babies.



Family Support Services

- Fathers and Family Program
- Homemakers Program
- Parent Aides Program
- Parenting Classes



Family and Community Development Program

- Emergency Assistance (Food Pantry and Infant Supplies)
- Computer Lab
- Green Island Gardens/Youth Summer Jobs
- Holiday Program
- Homework Club/Youth Group
- Information and Referral
- Neighborhood Leadership Development
- Summer Outings



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Lisa Mazzola	Clinical Family Support Intern
Susan Spence	Homemaker

A MESSAGE FROM OUR LEADERS COMMITTED TO SUPPORTING FAMILIES



Dear Friends of Pernet,

We have had our best year ever! Fiscal Year 2019 brought forth a year's work in Strategic Planning, technology upgrades, numbers of families served, improved program quality and reporting capability.

Beginning on April 30, 2018, the Board of Directors, along with the Leadership Team, held a Strategic Planning retreat. Four pillars were identified as areas of focus- Growth, Fiscal, Quality, and Satisfaction. From there we launched in to committees, discussions, reporting back, exploring strengths, weaknesses, opportunities and threats, typical of the strategic planning process. You will read in this report the extent of this process. This is inspiring a way forward for the future of Pernet and the families we serve.

One time, a Board member said, "Walking in to Pernet is like going back to the eighties". Not anymore! With help of the Sills Family Foundation, the Fuller Foundation and the Agnes Lindsay Trust, Pernet Family Health Service has purchased a customized data management system, tablets and the accessories needed for remote data entry. Most of Pernet's programs are automated and the other programs will follow. This has been a long time coming. There is so little paper that we eliminated 25 file cabinets.

Numbers have increased in the Summer Youth Jobs and the Homework Club. Parent Aide and Parenting Group referrals have significantly increased and the electronic billing system required has streamlined that process. The Nursing Program has grown and

changed the lives of many, many mothers and newborns by teaching, support and supervision of families that otherwise may not know basic infant care and the need for positive interaction with their infant. Pernet is one of the few places committed to supporting fathers. The numbers have increased in those support groups as well. Our biggest program, Early Intervention, has had significant turnover this year and is rebounding with force. It is on track for a healthy year ahead.

Program quality is very important to Pernet, not just the numbers we serve. There has been a concerted effort to keep quality in the forefront. Families are the foundation of this community and we want their needs to be met in evidenced-based, transparent and caring ways.

All of this has been accomplished with tremendous help from all of you, for which we are very grateful. We want to express our gratitude for all of your generous contributions to this important work. In the words of Fr. Stephen Pernet, "Take Society at its roots-the Family- and transform it in the Spirit of Christ".

Sincerely,



Jack Woods
CHAIR, BOARD OF
DIRECTORS



Sheilah Dooley
EXECUTIVE DIRECTOR

STRATEGIC PLANNING FOR 2019-2024 AT PERNET FAMILY HEALTH SERVICE

Pernet Family Health Service's mission states "in the tradition of the Little Sisters of the Assumption, Pernet supports the physical, social, psychological, and spiritual development of individuals and families by providing home-based health and social services that lead to long-term strengthening and enhancement of family and community life." In order to best work towards achieving this mission, Pernet's Board of Directors and Leadership team have worked together to create a strategic plan. The strategic planning of FY 2019 at Pernet aimed to look at the ways Pernet can plan and improve in the next five years from FY 2019 to FY 2024.



Strategic Planning Process

Pernet Leadership Team and Board decided that the strategic plan for the agency needed to be updated in the Spring of 2018. Pernet went through the following steps in order to create a new strategic plan for FY 2019-2024. This included the following steps:

- I. **Mission Review:** In 2017, a subcommittee of the board and the Executive Director reviewed the mission, vision, and values of Pernet. They identified very subtle changes, however, decided that Pernet is still working towards achieving its original mission.
- II. **SWOT Analysis:** In 2017, Pernet performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats related to the organization to be used as a guide in the strategic planning process.
- III. **Impact Survey:** Then in late 2017, Pernet performed an impact survey with its staff to analyze purpose, intended impact, current indicator and outcomes, and what Pernet could track in the future.
- IV. **Strategic Plan Board Retreat:** The board met for a strategic planning retreat in April 2018. The SWOT analysis was reviewed and confirmed. This retreat identified areas for improvement in quality, fiscal, growth, and satisfaction for Pernet Family Health Service.
- V. **Pillar Committees:** The Board and Leadership team then split into four subcommittees which addressed each identified area, each subcommittee met at least two times over the summer of 2018 and put together a report about each of their findings. The focus of each subcommittee was called pillars, the pillar groups were:
 - A. Growth
 - B. Fiscal
 - C. Quality
 - D. Satisfaction
- VI. **Goals:** The strategic planning committee met and analyzed the findings of the Pillar subcommittees. They put these findings into goals and tactics. In the chart attached to see the tactics that have been created by the four strategic planning subcommittees. Each tactic corresponds to one or multiple goals.
- VII. **SMART Goals and Action Steps:** The tactics and goals were used by the strategic planning committee to create SMART strategic goals and action steps, which includes parties responsible for seeing each goal to fruition.
- VIII. **Completed Strategic Plan:** Strategic plan was presented to the board for approval at the December 2018 board meeting, and put into action.

STRATEGIC PLANNING FOR 2019-2024 AT PERNET FAMILY HEALTH SERVICE

Goals of Pernet Family Health Service's Strategic Plan 2019-2024

Goal 1: To develop a process for expanding and strengthening the financial base of the agency through:

1. Expanding the space of the Early Intervention Program at the Millbury Street location and adding new geographic locations in Worcester and surrounding towns by June 2019.
2. The ongoing improvement of the quality of operational funding and support

Goal 2: To increase agency visibility in the Worcester area in order to enhance fundraising through:

1. Creating a Fund Development Department staffed with 1 to 3 people by 2022.
2. Becoming better known in the community with a speakers bureau, and improve the quality of Pernet's Market Position as an Expert in Strengthening Families.

Goal 3: To evaluate the function and makeup of the Board in order that it might function at its highest efficiency through:

1. Expanding the board committees as soon as the strategic plan goes into effect.

Goal 4: To evaluate and assess all programs with a view to providing those programs most needed in the community as well as considering internal issues such as cost-effectiveness through:

1. Establishing a mental health clinic by June of 2021.
2. Evaluating the need for expanding youth programs, expanding the volunteer program, and expanding the Nursing Program all by December 2019

Goal 5: To address issues of staff retention, personal and professional development as well as management structure and effectiveness through:

1. The ongoing improvement of staff morale
2. The improvement of client satisfaction and improve the quality of family service and responsiveness.

To read Pernet's full strategic plan visit our website at

pernetfamilyhealth.org/strategicplan





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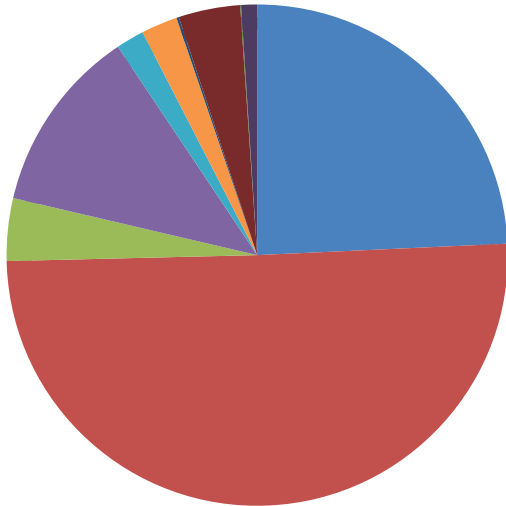
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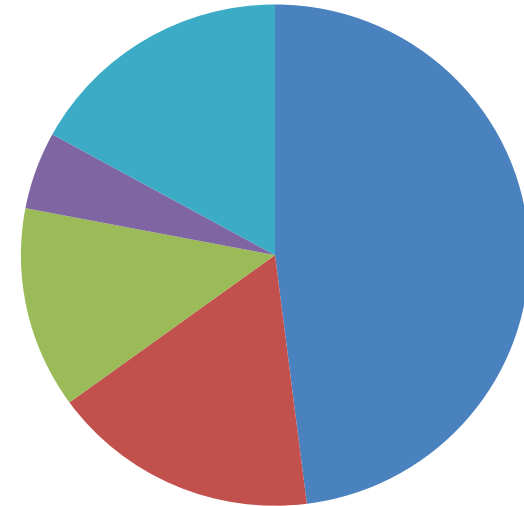
2019 FINANCIAL INFORMATION

AS OF JUNE 30, 2019 (Preliminary & Unaudited)



Revenue & Support

	\$	%
Gov't Contract	506,388	24.3%
Fees for Service	1,050,402	50.3%
Private Donations	84,252	4.0%
Foundation/Corp. Donations	249,604	12.0%
United Way	37,839	1.8%
Private Religious Sources	48,912	2.3%
Special Events	3,178	0.2%
In-Kind Contributions	83,039	4.0%
Investment Income	1,236	0.1%
Miscellaneous	21,413	1.0%
TOTAL	2,086,263	100%



Expenses

	\$	%
Early Intervention Program	1,036,648	48%
Family Support	358,733	17%
Family & Community Dev.	286,669	13%
Nursing Services	104,691	5%
Admin. & Fundraising	369,225	17%
TOTAL	2,155,966	100%
DEFICIT	(69,703)	

PERNET FAMILY HEALTH SERVICE



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YOUR SUPPORT IS NEEDED

Pernet Family Health Service provides home health care, food, emergency services, and community support to the most vulnerable of Massachusetts families, regardless of their ability to pay.

Your generous donation joins the support of the Little Sisters of the Assumption, the Partners in Charity Appeal, the United Way of Central Massachusetts and the Greater Worcester Community Foundation, whose donations provide a critical supplement to fees receive from government agencies.

Please remember Pernet Family Health Service with a gift to fill the funding gap this holiday season. Your check can be sent to our mailing address or can be made at pernetfamilyhealth.org.

Should you wish to remember Pernet in your will, or through an estate planning instrument such as a Charitable Lead Trust or a Charitable Remainder Trust, please call our Executive Director, Sheilah Dooley, at 508-775-1228 x250.



Little Sisters of the
Assumption



United Way
of Central MA



The Department of
Children and Families



The Department of
Public Health



Greater Worcester
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Diocese of
Worcester