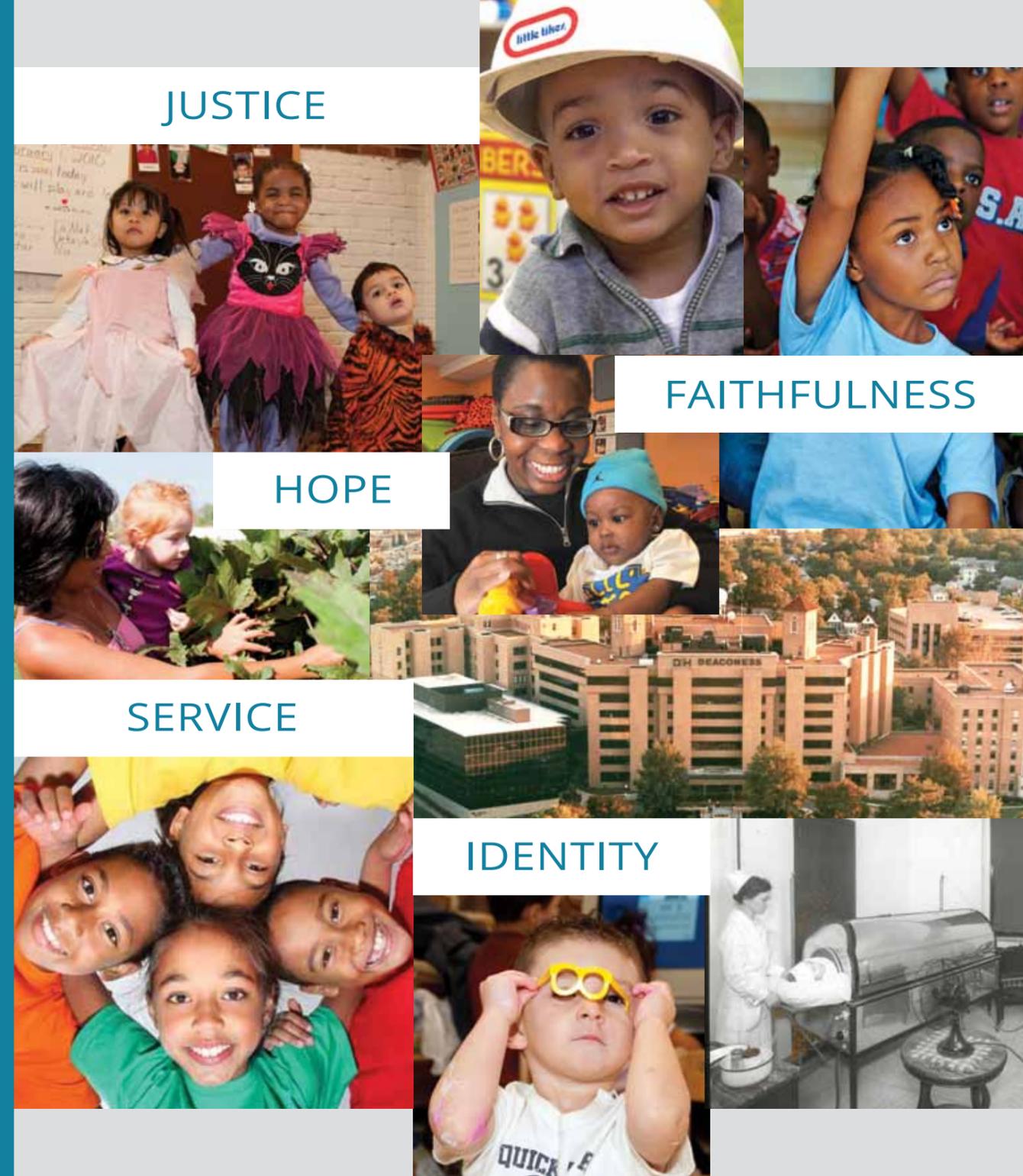




The Deaconess Spirit



JUSTICE

FAITHFULNESS

HOPE

SERVICE

IDENTITY

The Deaconess Spirit

125 Years in Mission

The Deaconess Spirit

125 Years in Mission



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Contents

v Introduction: The Deaconess Spirit Justice

- 4 Heritage—Responding to Need with Justice
- 6 Spirit—Pursuing Justice in Foster Care
- 8 Vision—Advocating for Equity

Hope

- 12 Heritage—Helping Hands
- 14 Spirit—Partnering with Parents
- 16 Vision—Lifting the Voices of Children

18 Deaconess Parish Nurse Ministries

Service

- 24 Heritage—Commitment to Ministry
- 26 Spirit—Servant Leaders in Mission
- 28 Vision—Emerging Servant Leaders

30 Deaconess In Transition Identity

- 40 Heritage—Planted in the Church
- 42 Spirit—Serving with the United Church of Christ
- 44 Vision—Collaborating to Expand Impact

46 Deaconess Impact Partnership

Faithfulness

- 52 Heritage—Creating Sacred Space
- 54 Spirit—Building a Greater World
- 56 Vision—Caring for Future Generations

58 Deaconess Timeline

78 Appendixes

99 Afterword: The Deaconess Vision



Introduction: The Deaconess Spirit

“All that spirits desire, spirits attain.”

—Kahlil Gibran



A Spiritual Pursuit

At the centennial of the Deaconess mission in St. Louis in 1989, the hospital commissioned *The Deaconess Heritage* by Ruth W. Rasche, the late historian and wife of the late Reverend Carl C. Rasche, then president-emeritus of Deaconess Hospital. In the foreword to that volume, the Reverend Richard Ellerbrake, president of the hospital, characterized Deaconess as attuned to the call to service, pursuing the health of the community with resolve and humility . . . *“in all, be open to the Spirit and go and do as the Spirit leads.”*

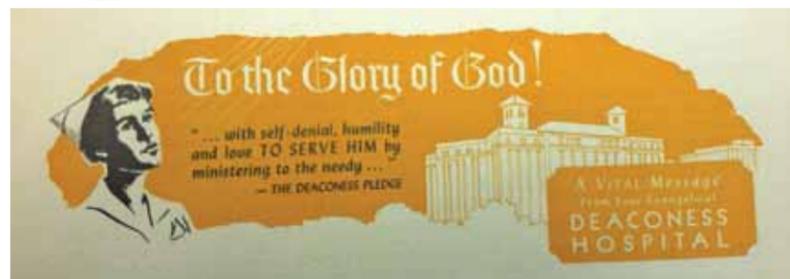
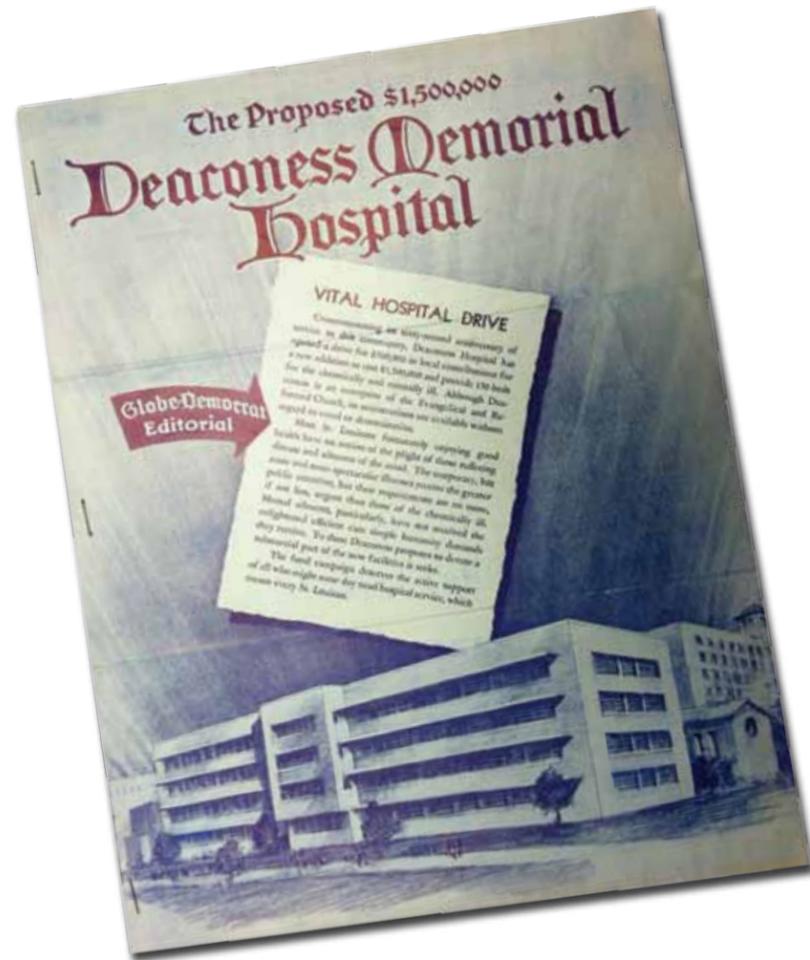
The twenty-five years since that storied anniversary have been filled with opportunities to follow the Spirit into new directions with new possibilities. The persistent presence of the Holy Spirit to which Ellerbrake referred has been proven time and again, effectively

navigating challenges of industry, polity, and community, to live afresh and create anew. What we’ve deemed in these pages, “The Spirit Era” of the Deaconess mission attests to the power of God to advance caring, healing, and teaching through more than a series of institutions or programs. Indeed the Spirit chases its desire **in community, guided by values and through successive generations.**

Movement of the Spirit

In the Christian tradition, at Pentecost the Spirit falls upon the entire community gathered, not a single individual or select few, to birth the church. As recounted in *History and Program* of the United Church of Christ, the Reverend Adolph Baltzer, the first president of the Evangelical Synod of the West, recognized “the ephemeral nature of organizations and institutions, even denominations, but emphasized the enduring and fruitful nature of ‘work done in the name of the Lord and in his Spirit.’”





This early leader of the ecclesial tradition that nurtured the Evangelical Deaconess Society of St. Louis and the sisterhood it consecrated, warned of allegiance to specific means or methods over mission. He invited the community to come together under the authority of the Spirit in fellowship and service. In the last twenty-five years the Deaconess community has expanded to include parish nurses, Sisters of Charity of the Incarnate Word, professionals from an expanded health system, college of nursing alumni, young nursing scholars, collaborating funders, and nonprofit organizations that serve children in poverty. This relatively short span has included three chief executives (compared to four in the previous century) and hundreds of Deaconess sisters exemplifying the mission.

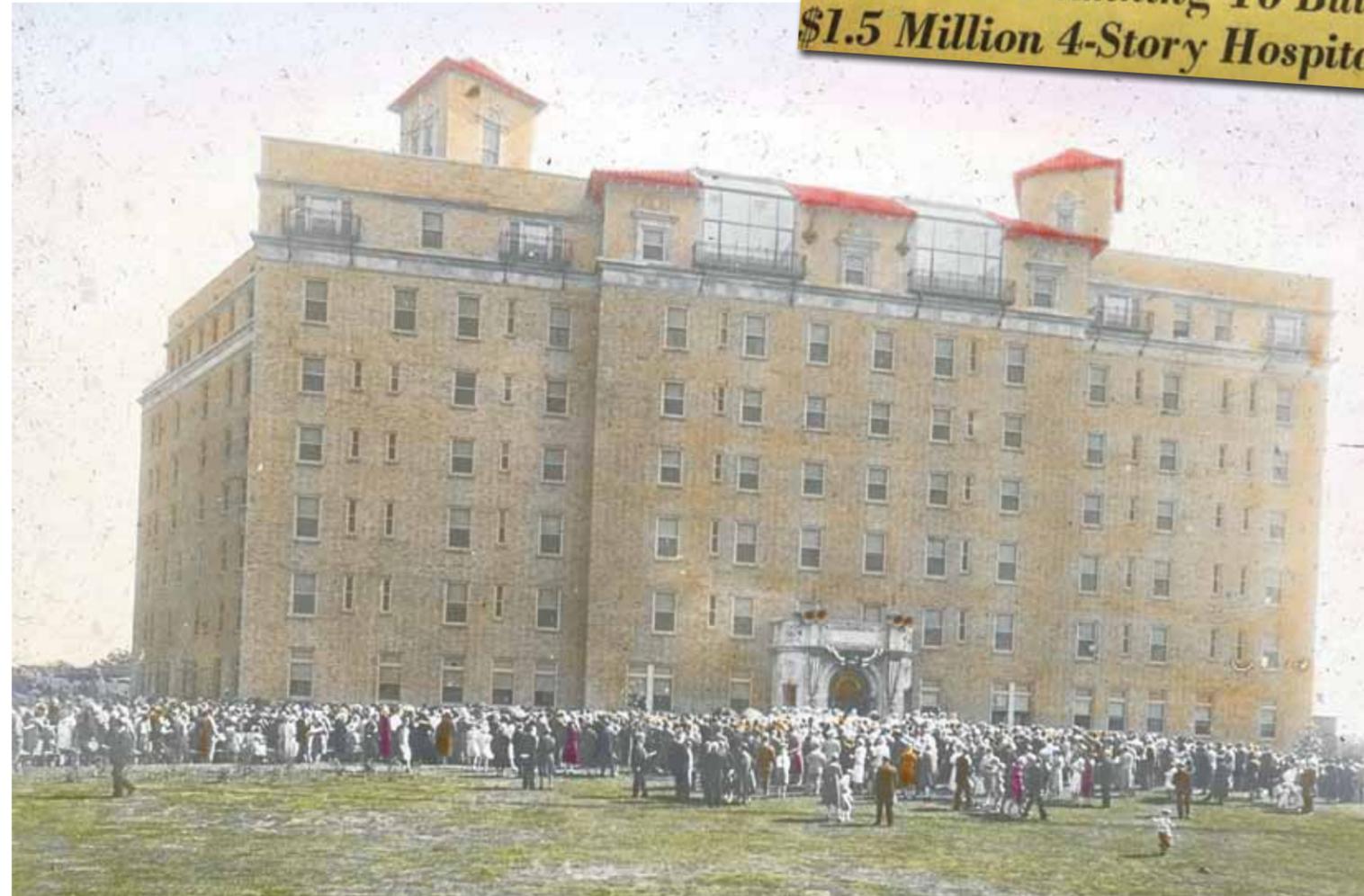
While the Spirit moves in new ways, it is always guided by core values consistent with its origins. The essence of our genesis is the gathering of a *marginalized population who lacked access to care* because they were *voiceless in an urban environment*. But they reached into the resources of their cultural and religious heritage to respond to a communal crisis. Ruth Rasche described this situation of St. Louis’s German immigrants of the 1880s at City Hospital who “were said to have felt unwelcome there because of their language barrier,” even amidst the hospital’s deplorable conditions. Though populations and demographics have changed, when foundation trustees voted in 1999 to use the *St. Louis Metropolitan Children’s Agenda* as criteria for grant review, they were acting as a faith community to focus on a marginalized population who lacked appropriate care because they were voiceless in civic decision-making. Throughout the

years, discernment of the principles that would guide this mission produced themes of justice, service, hope, identity, and faithfulness. As stated values of Deaconess Foundation, they provide the framework for how we do our work and tell the story of this era in the coming pages.

Finally, as the intractable issues of sickness, poverty and marginalization manifest themselves throughout the ages, the Spirit pursues them through the ministry of successive generations. The preamble to the constitution of the United Church of Christ “affirms the responsibility of the Church in each generation to make this faith its own in reality of worship, in honesty of thought and expression, and in purity of heart before God.” The reality of this responsibility was illustrated for Deaconess in 2010 when Sister Marie G. Lee, the last Evangelical Deaconess sister in the United States, and Ruth W. Rasche, transitioned into eternity. They were followed in 2011 by the Reverend Carl C. Rasche. As the Spirit would have it, the next generation of discerning leaders had already begun acting to preserve the mission. Surely, the most critical transition of this era



**Deaconess Planning To Build
\$1.5 Million 4-Story Hospital**



was the intentional and courageous action of selling the Deaconess Incarnate Word Health System on June 30, 1997. With “honesty of thought” and “purity of heart before God” Reverend Jerry Paul, President of Deaconess Incarnate Word Health System and subsequently Deaconess Foundation, led a community of trustees through a deliberative process of discerning the times and the Spirit’s movement. The Reverend Dr. John Bracke, retired Eden Theological Seminary professor and former Deaconess trustee, characterized the accomplishment as “an absolute marvel of transformational leadership.”

The Spirit of Deaconess

As the Spirit moved through the Deaconess heritage it began to develop particular marks of its own. Led by God’s Spirit, the Deaconess spirit is influenced by what church historians called the “irenic spirit,” which distinguished the German Evangelical tradition. Likely the first official articulation of a “Deaconess Spirit” occurred as the health system was expanding in the mid-1990s. A special event was held in 1995 focusing on the compassion of the Deaconess Sisters. The event introduced the Spirit of Deaconess Awards which saluted those in the community who “reflect the Deaconess tradition of responding to community needs in caring ways.” At its core, this has been the reality of the last twenty-five years: attempts of succeeding



generations to respond to community needs in caring ways while chasing the Spirit. The pages ahead are not meant to provide an exhaustive history of these years. Rather, they offer a glimpse of the Spirit's movement. Organized by our five core values, they shed light on ways these values were expressed in our heritage, are present

in spirit and inform our vision for the future. This work—like all our work—is collaborative and through it the community speaks. The project includes the voices of present and past Deaconess staff, consulting partners and most importantly the children and youth we serve. Please hear their voices. *"Hear what the Spirit is saying."*



The Deaconess Spirit

125 Years in Mission

Deaconess Value: Justice

We believe a just society is essential for the full achievement of individual and community health.





Heritage—Responding to Need with Justice

The 19th century in St. Louis was a time of explosive growth and marvelous change. Industry was booming along with an immigrant population—primarily from Ireland and Germany—that doubled, tripled, then quadrupled the size of the city and made it the nation's fourth largest by 1890. An increased demand on St. Louis's public services accompanied this population explosion. An 1866 cholera epidemic and an outbreak of typhoid fever highlighted the need for improved sanitation—a new concept in health—and medical care.

Reverend Henry H. Walser's personal experience with this environment provided the impetus for forming the Evangelical Deaconess Society. Reverend Walser was the pastor of St. Luke's Evangelical Church and had been summoned to give Holy Communion to a critically ill parishioner. He saw that the woman was being cared for by a Roman Catholic Sister of Mercy and quickly recognized the need for his own denomination to provide this type of service.

Reverend Walser began the discussion at a meeting of the St. Louis Evangelical Pastors' Association, and word quickly spread throughout the churches. Response was strong enough that a committee was appointed, and a meeting was scheduled for March 18, 1889, with the purpose of creating an organization inspired by the Deaconess sisters serving in Germany, who were well-known for their compassionate care of the poor and sick. The sixty men and ten women who attended the meeting voted unanimously to form

the *Evangelischer Diakonissen-Verein von St. Louis, MO* (Evangelical Deaconess Society of St. Louis, MO).

The new organization was groundbreaking in its vision for justice and equality. Articles of association were introduced on April 24, 1889, establishing a board of directors consisting of "4 ministers, 4 laymen and 4 ladies." It was highly unique for women to be represented on governing bodies, much less have influence. These women held office in their own names—not their husbands'—and proved to be extremely valuable members.

The board was also original in the way it structured the terms of office. Each year, three directors—one minister, one layman, and one woman—would vacate their seat to make way for new members. This was an unbiased way to continuously bring new talent and leadership to the board. Again, it was an innovation that proved to serve the Deaconess Society well for decades to come.



Spirit—Pursuing Justice in Foster Care

Auto insurance. Post-secondary education. Medical care after age eighteen. Each of these is something that is a given for middle-class children. Yet for young people growing up and out of the foster care system, they were elusive. That is, foster kids couldn't access these until a group of them learned to advocate for themselves.

In 2007, Deaconess Foundation—with eight other local foundations—identified the process of “aging out of foster care” as a social issue that needed attention and reform. On their eighteenth birthday, youth living as wards of the state are “emancipated” with no place to live, no money, no support. They are considered adults in the eyes of the state. There is an option to stay in foster care, if a teen applies before his or her eighteenth birthday; however, in the past most of these teens didn't have knowledge of or encouragement to take advantage of that option. The Aging Out of Foster Care collaborative project was designed to assist teens in foster care to access available services and promote self-advocacy. The nine local funders applied for and received funding from the Robert Wood Johnson Foundation to make the project a reality, and Epworth Children and Family Services was selected to run the program.

Central to Aging Out, as the program came to be known, was teaching the young people involved to identify issues and regulations impacting their lives and how to work to change them. “We wanted to make the youth's agenda a top priority of Epworth's legislative

agenda,” said Kevin Drollinger, CEO of Epworth. Each year Epworth holds a planning meeting for teens in the Aging Out program to talk about what issues they want to address. One year the primary issue was the difficulty to afford auto insurance. Missouri is now the only state in the nation that subsidizes auto insurance for youth in foster care. Another year addressed the delays in getting registered at a new high school because school records took so long to transfer. Today, high school records are expedited when a child in foster care has to change schools.

To make this happen, Epworth adopted a training program that teaches teens everything from what advocacy means to their rights and responsibilities as a youth in foster care. They learn communication techniques and how to be assertive without being aggressive. Then they go to Jefferson City with teams of board, staff, and volunteers to practice what they have learned. Each team is led by one of the teens—Epworth has found that they can open doors that are closed to the adults.

“The Aging Out of Foster Care Program has been transformative. It has changed the entire way Missouri works with youth in foster care,” beamed Drollinger. “However, the results are not just legislative advances. The lasting result is the confidence these young people have to stand up for themselves.”





Vision—Advocating for Equity

The pursuit of justice is fundamental to the Deaconess mission. In 1889, church members sought health care for German immigrants, an alternative to the “unspeakably filthy wards . . . where bed bugs crawled along the baseboards.”

In 2014, justice remains a core value. Its absence is a siren.

Deaconess Foundation is committed to building a caring metropolis, one in which all children have access to quality health care, homes, education, and opportunity. There is work to be done. In 2012, according to a data report sponsored by the Annie E. Casey Foundation, St. Louis City ranked absolute last among the state’s 115 counties in the composite ranking of children’s economic well-being, health, safety, and education.

In the face of this injustice, Deaconess Foundation intends to invest in spurring policies and practice that make children, especially those growing up in poverty, a priority. “Our community must actively mobilize public will to advocate for child-friendly policy and realize children’s interests are our region’s interests. The precipitous decline in the state of Missouri’s support for early childhood programs, education, and health care for the indigent has

had a drastic impact on our region. While kids don’t have or hire lobbyists, every legislator representing our region must recognize that children’s legislation is St. Louis legislation,” states Reverend Starsky D. Wilson, president and CEO of Deaconess Foundation.

In 2013, the Foundation made its first round of advocacy grants, a grantmaking program that will grow in years to come. Deaconess advocacy grants will support faith-based, direct-service, and grassroots nonprofits in their efforts to create and sustain policies and systems that promote the well-being of all children. This inaugural round of grants includes funding for preventing youth violence; promoting better public child welfare policies; and ensuring access to high-quality health care and education. Through the grantmaking, Deaconess Foundation will lay the groundwork for the development of additional public will. The foundation’s partners in this endeavor spark great hope. As one grantee explains, “We believe in the power of voice, the power of personal witness. . . . We know that change and improvement in our communities starts with us taking a stand.”

A group of people, likely a church choir or a community group, are shown from the chest up. They are wearing dark blue suits with gold buttons. Their hands are clasped together in a gesture of unity and support. The background is blurred, focusing attention on the hands and the suits.

Deaconess Value: Hope

We believe that positive health changes can occur through cooperative, intentional and well-planned efforts.



Heritage—Helping Hands

The greatest human endeavors have both hope and structure at their inception: hope to inspire and structure to nurture the vision along a path toward achievement.

The Evangelical Deaconess Society of St. Louis began in the late 1800s with a hope shared by parishioners of the region's more than 100 Evangelical churches. They hoped for a place where the poor and sick could be well cared for, where young women could be educated and trained. They established an organization to make their dreams a reality and then worked together to support it.

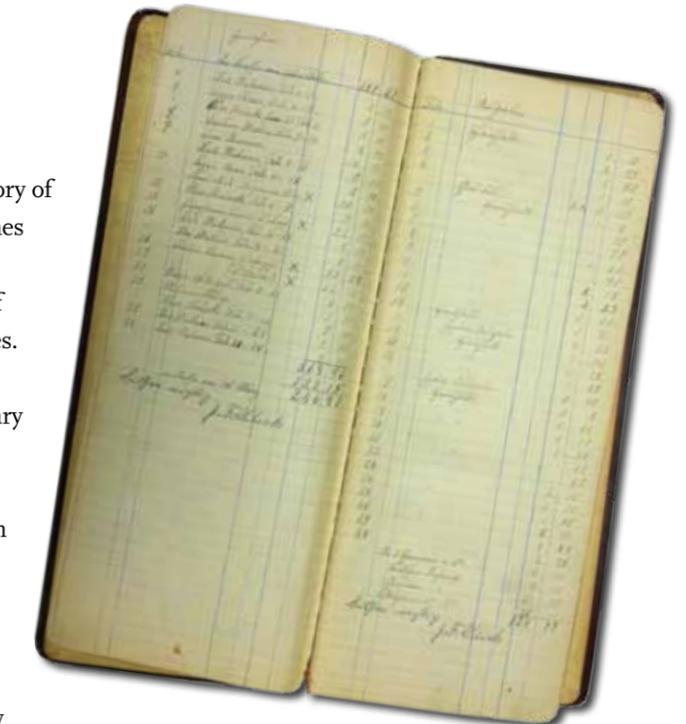
Clear intentions were a part of the organization's framework from the first committee meeting on March 18, 1889. Within weeks of that meeting, articles of association were introduced and a twelve-member board of directors was elected. The articles of association outlined everything from the length of the board members' terms to who could be a member of the Deaconess Society.

Membership was extended beyond the Evangelical churches to "every Protestant Christian whose belief is in conformity with the creed of the apostles and who agrees to fulfill the regulations of this association." Members were required to regularly attend meetings, be active for the growth and promulgation of the association, and pay in advance a fee of at least two dollars. Several individuals contributed much more.

Meticulous ledgers kept by Sister Superior Katherine Haack in

1889 tell the story of how the churches collaborated in their support of the Deaconesses. The records include monetary gifts as well as donations of everything from chicken soup to blankets to "cotton flannel night drawers," many received from the women's societies from various churches throughout the region.

In less than two years, careful planning had made the hopes of the Deaconess Society's founders a reality. They created an organization, established a Deaconess Sisterhood, opened a Deaconess home that quickly became a hospital, appointed an excellent medical staff, and began a school for Deaconesses.



Spirit—Partnering with Parents

Babies are often referred to as bundles of joy. It is equally appropriate to see them as bundles of hope: hope for the future, hope for new beginnings, hope for great potential. Nurses for Newborns is an organization that provides hope to families who are most at risk of struggling during the first year of a baby's life. Founded in 1991, Nurses for Newborns' mission is to prevent infant mortality, child abuse, and neglect by visiting new parents in their homes and providing them with education, health care, and positive parenting skills. "Sharon Rohrbach, our founder, was a nurse who would see healthy newborns go home from the hospital but then return with preventable health issues because the parents either didn't have the skills or the ability to care for them properly. She decided to do something to ensure these babies got a better start in life," said Melinda Ohlemiller, RN and CEO of Nurses for Newborns.

The organization provides compassionate care to a range of families through its four programs. *Bright Futures* serves families for whom poverty is the primary risk factor; *Safe Beginnings* works with caregivers who have intellectual or physical disabilities; *Teen Parent* focuses on mothers who are under the age of nineteen at the time of delivery; and *Bridge to the Future* helps families who have medically fragile babies.

Nurses for Newborns is nationally recognized for its results. Results from its programs included lower incidence of child abuse, higher participation in immunizations, lower incidence of emergency room visits and increased parenting skills and parents' ability to access vital community resources.

Deaconess Foundation has been a longtime partner of the organization, sustaining it through challenges and great opportunities for growth. "We started as a grassroots organization and needed to take our work to the next level. Deaconess has worked with us during a crucial time in our history, helping us strengthen our staff, improve efficiency between offices, and build a national reputation. We see all the threads of what Deaconess supported woven into the fabric of the organization that we've become," said Ohlemiller.





Vision—Lifting the Voices of Children

Ask children what they hope for the future, and their plans are unbridled. Excitement spills forth as they tell you about the house they'll live in, the superpowers they might have, or what they're going to do to change the world.

I'm going to be a baseball and soccer player when I grow up. And I'm going to run really fast with my dad in the park.
—Byron, age 4

I'm excited to go to my new school next year. They have violins there and I'm going to learn to play one.
—Lupita, age 5

A community mainstay since 1886, SouthSide Early Childhood Center (SECC) has been helping little people get on the path to achieve their hopes and dreams for well over a century. A group of women, inspired by the story of a seamstress who had to take her infant to work with her, created what was then called a “day nursery” to help families of limited means keep their children safe and healthy while earning a living.

Today, the center is known as an integral part of the city's South Side and a symbol of the success families can achieve. This award-

winning center provides a nurturing, educational, and individualized program for children from six weeks old to pre-kindergarten.

If I could do anything when I grow up, I'd give every kid a toy.
—Melinda, age 5

I'm going to be like Batman when I grow up. I'm going to trap the bad guys and help the good guys. I'm going to fly. And when I'm done, I'm going to have a pillow fight with my mom and dad.
—Rashad, age 5

Deaconess Foundation has worked with SECC to improve and expand their staff, to bring their accounting functions in-house, and to identify and meet additional family needs. Because SECC has a focus on assisting families as they work to build economic stability for themselves, they are not only caring for children but providing hope and strength to the community.

I want to be a teacher when I grow up. I will pat kids on the back and make them feel better. I will do a good job because Jesus loves me.
—Juan Carlos, age 4

Deaconess Parish Nurse Ministries

A Centennial Tribute

In 1989, to commemorate the centennial of the founding of the Evangelical Deaconess Society of St. Louis, the Reverend Richard Ellerbrake, president and chief executive of Deaconess Health System, initiated the Deaconess Parish Nurse Program. Establishment of the program brought together the one-hundred-year-old Deaconess mission with the parish nurse movement begun in Chicago in 1984 by the Reverend Granger Westberg and a partnership between six congregations and Lutheran General Hospital.

Deaconess quickly became the center of parish nurse basic preparation in the St. Louis region. The first orientation was held in September 1990 for Deaconess Hospital employees and volunteers. Gethsemane

Lutheran Church, of the Evangelical Lutheran Church of America, was the first congregation to become a part of the program. In November 1993 the orientation was opened to nurses not affiliated with the health system. Seventy nurses participated in the program at Deaconess Central Hospital between 1990 and 1997.

By 1995, the Deaconess Parish Nurse Program was recognized by the United Church of Christ's Council for Health and Human Service Ministries (CHHSM) as "Innovative Program of the Year" and in cooperation with the Archbishop's Commission on Community Health, formed a professional organization for parish nurses in the St. Louis area, the Greater St. Louis Parish Nurse Network.

Transition to Deaconess Foundation

With the sale of the Deaconess Incarnate Word Health System in 1997, parish nursing found a home in Deaconess Foundation, becoming the foundation's first programmatic effort. The financial support of the foundation to St. Louis congregational partners and the professionalism of the parish nurse staff facilitated the continued growth of the effort.

By 2000, the forty-hour parish nursing continuing education program was being offered seven times a year in St. Louis, Memphis, Jefferson City and Carbondale by Deaconess Parish Nurse Ministries. More than 500 nurses completed the course through DPNM between 1997 and 2001, for which credit could be obtained through a partnership with the Department of Nursing at Webster University.

In May 2001, Deaconess Parish Nurse Ministries, which had begun as a program at Deaconess Hospital in 1989 and moved to the Deaconess Foundation in 1997, became a separate limited liability company, registered in the state of Missouri as a subsidiary entity of the foundation.

An International Leader in Ministry

On January 1, 2002, Deaconess Parish Nurse Ministries inherited the programs of the International Parish Nurse Resource Center (IPNRC), originally founded in 1985 at Lutheran General Hospital in Chicago. With more than 80 educational partners around the United States and abroad, the IPNRC became a leader in parish nurse education.

The two major programs of the International Parish Nurse Resource Center were the annual Westberg Symposium and the parish nurse basic preparation curriculum, which was developed by the IPNRC in consultation with over 30 parish nursing experts around the United States.

The Westberg Symposium, named to honor the founder of the parish nurse movement, was held for the first time in St. Louis, September 25-27, 2002. The event attracted participants from as far away as New Zealand and Swaziland. In addition, more than a dozen pre-conferences were presented and well attended, and 20 academic papers sessions were presented and published. Similarly successful

events were convened in subsequent years.

The Parish Nurse Basic Preparation curriculum is used by more than 80 “Educational Partner” institutions such as colleges, universities, hospitals, and health systems around the country. IPNRC revised and created additional supplementary modules with support from the Kellogg Foundation.

In 2003, the Reverend Dr. Deborah Patterson, former Vice President of Deaconess Foundation and executive director of the International Parish Nurse Resource Center, authored *The Essential Parish Nurse: ABCs of Congregational Health Ministry*, further advancing Deaconess’s thought leadership in the field. The book was published by Pilgrim Press, a publishing arm of the United Church of Christ.

An Independent Expression

Considering the addition of the international program, expansion of educational offerings and diversity of nurses in the field, the designation “Deaconess Parish Nurse Ministry Network” was adopted in 2003 to distinguish the administrative portion of Deaconess Parish Nurse Ministries, LLC from the local network of parish nurses. At its height, Deaconess Parish Nurse Ministry Network covenanted with over 40 churches to provide parish nurses. Denominations

represented have included the United Church of Christ, Episcopal, Lutheran (ELCA and Missouri Synod), Presbyterian, Methodist, Roman Catholic, Metropolitan Community Church and Christian Methodist Episcopal, as well as five faith-based agencies serving children and families.

In 2011, the assets and operations of the International Parish Nurse Resource Center, including the Westberg Symposium, were transferred to Church Health Center in Memphis, Tennessee. In December of the same year, the Deaconess Foundation Board of Trustees voted to provide multiyear support to establish Deaconess Parish Nurse Ministries as an independent entity.

Through the years, Deaconess Foundation invested more than \$7.5 million into the growth and vitality of Deaconess Parish Nurse Ministries.

Through strategic assessment with a keen eye toward the health disparities that persist in the St. Louis region and against the backdrop of a swiftly changing health care landscape, Deaconess Parish Nurse Ministries has crafted a community-based model of “faith community nursing” focused in areas of extreme need.

Twenty-five years after inception and as the Deaconess mission celebrates 125 years of healing, teaching and caring, the parish nurse program has become Deaconess Faith Community Nurse Ministries, an independent nonprofit



corporation. The mission is to improve and promote the health of body, mind, spirit and community throughout the St. Louis region.

“Captured and convicted by the vision of creating communities of holistic wellness for low-income and vulnerable adults, Deaconess Faith Community Nurse Ministries moves into the future with hope and assurance, grateful for what God has done through Deaconess Foundation.”

*– The Reverend Donna Smith-Pupillo
Executive Director, Deaconess Faith
Community Nurse Ministries*



Deaconess Value: Service

We believe the opportunity to serve is a gift with which we have been blessed, and all our interactions should embody that spirit.



Heritage—Commitment to Ministry

It takes a special individual to agree to give up the commonly expected life for one that is dedicated to serving others. From 1889 to 1950, the Deaconess Society in St. Louis consecrated nearly 200 women who were willing to make that trade-off, starting with an Evangelical preacher's widow who became the original sister superior and her adopted daughter.

On Sunday, August 18, 1889, Mrs. Katherine Haack and Miss Lydia Daries were the first women in the United States to be consecrated as Deaconess sisters of the Evangelical Church. They moved into a home on Eugenia Street and immediately began going about the work of caring for the poor and aged in St. Louis.

They were the first of a long line of like-minded women. The Sisters agreed to remain unmarried, live together in a group home, wear a distinctive garb, adhere to a strict daily schedule, and later to accept transfers to far-off places for weeks or even years at a time. They were not lavishly compensated, but did have their basic needs met. They provided compassionate care to those in need and were guaranteed care for themselves as they aged. They were required to exhibit academic excellence along with spiritual devotion.

In exchange, the Sisters were provided with an education and career unimaginable to most women of their time. They were at the vanguard of germ theory and modern surgery in the late 1800s, their German tradition of cleanliness proving to be perfectly suited

for new discoveries in sterilization. They used the first incubator for premature infants, which was displayed at the 1904 World's Fair. They were early adopters of X-ray technology for diagnostic purposes and were among the first to provide mental health care in 1950.

The Sisters established a tradition, in many ways, of living the independent life of modern women.



Spirit—Servant Leaders in Mission

Since 2005, Deaconess Foundation has hosted monthly lunches for executive directors from some of St. Louis’s most critical child-serving nonprofits. The exchanges are informal; sometimes they include training or presentations, other times they consist of free-flowing conversation. They’re always, as one leader states, “a place I can exhale,” or as another describes, a “space for self-renewal.”

As the executive directors unwrap turkey sandwiches and pop open salads, they also share stories that are laced with determination, vision, and humor. “I just had a meeting with a funder who told me we need to operate more leanly,” notes one executive director. “I told him that I am not only the organization’s chief financial officer, I also am on the staff rotation to clean the bathroom. How can we be leaner than that?”

Serving as the leader of a nonprofit agency will always require both vision and vigor. Deaconess Foundation believes that in order to build the strongest possible youth-serving nonprofits in St. Louis, it must invest in the leaders of these organizations. Over the past nine years, the Foundation has provided counsel, peer exchange, and coaching to leaders of twenty-two nonprofits. Collectively, these organizations address some of the region’s most important needs: helping babies and young children get strong starts; reconnecting

dads with their children; finding homes and families for children in the foster care system; and empowering youth with quality education and exposure to the world’s opportunities.

Serving these agencies takes bold leadership. With scarce resources and abundant passion, these executive directors make strategic decisions regarding how to develop great teams, craft a sustainable program model that delivers results, and kindle hope in a landscape soaked by challenge.

Almost always, the lunch conversation distills down to one theme. Executive directors ask: “How can we be of service to our clients and our staff?” They offer theories: “I use Socratic questioning . . . it may take longer, but it provides the opportunity for staff’s genius, potential, and strength to come out,” says one. “We are a detriment to our staff if we answer all their questions. Organizational capacity only improves when people improve and change,” observes another. “I think the place we need to be in the weeds isn’t in the work; it is in the relationships,” adds another.

Deaconess’s investment in fostering great leaders has resulted in better outcomes for children. Under strong leadership, partner agencies have expanded their service delivery, been recognized nationally for their outstanding models, and raised awareness about the needs and potential of low-income children.





Vision—Emerging Servant Leaders

The foundation is fueled by a vision of a future in which ALL children in St. Louis, especially those growing up in poverty, are made a high priority. That vision won't happen simply because the Foundation can grant money. The statistics about Deaconess Foundation are impressive: \$72 million invested in nonprofits since 1997; nearly 600 agencies helped; and a growing endowment. Alone, however, these metrics are insufficient. To accomplish the vision, St. Louis will need a fleet of creative young leaders who are devoted to strengthening opportunities in the community.

One of the greatest aspects of the Foundation's life span is to witness inspiring young leaders take flight from the many programs and efforts Deaconess Foundation has funded. Most impressive is their commitment to serve. Below are words from a few of these emerging leaders. Their work is critical to making Deaconess's future vision a reality.

Shawn Williams was one of the last babies born at Deaconess Hospital in the 1990s. As a Vashon High School student, he participated as a peer leader in College Summit, a college preparation program sponsored by Deaconess Foundation. He went on to become a student leader at Missouri State University and graduated with a degree in public policy. As a charismatic young leader, he had lots of career choices. He chose to become a Teach for America corps member and return to the Saint Louis Public Schools classrooms that had launched him. Why? His devotion is clear:

"Our children matter here in St. Louis. They deserve a shot at the American dream, just like everyone else. My vision for youth in St. Louis is simply for them to become the best they can possibly be. To reach that vision, we will have to put in a lot of work, some compromising, and share best practices, but we can get there because we are one St. Louis."

Danielle Washington, a newly minted social worker, actively participated in Wyman Center's youth development programs. Wyman Center and Deaconess Foundation currently partner on many regional youth initiatives. Danielle serves as a program manager at Wyman and is a passionate champion of young people's futures:

"When I am working with teens, I want them to see that they can be those change makers in their schools, communities, and even the world. I would love for them to see how they can truly make a difference and pass along their knowledge and experiences."

Her sister, Cherelle Washington, also a Wyman Center alumna, plans on a career in college advising, working with first-generation college students in St. Louis. She currently serves as an advisor in local high schools.

"What compels me to do the work that I'm doing is the chain reaction it causes. One small change in a student causes a change in their families, communities, and ultimately their futures."

Deaconess in Transition

*“The past is beauty.
It is also burden. It is
where we go, many
of us, to remind
ourselves who we are
and even sometimes
to find out.”*

—Eddy L. Harris

Eddy Harris’s words are true not only of individuals but of organizations as well. It is especially true on occasions like the 125th anniversary of the Deaconess mission in St. Louis.

The rich history of Deaconess is filled with stories of myriad people and events that created a “Heritage of Caring, Healing and Teaching.” From the first day, when a group of German immigrant pastors and laypeople gathered at St. Peter’s Church and gave life to their vision of a healing ministry, Deaconess has remained faithful to its mission and to the values that inspired its formation.

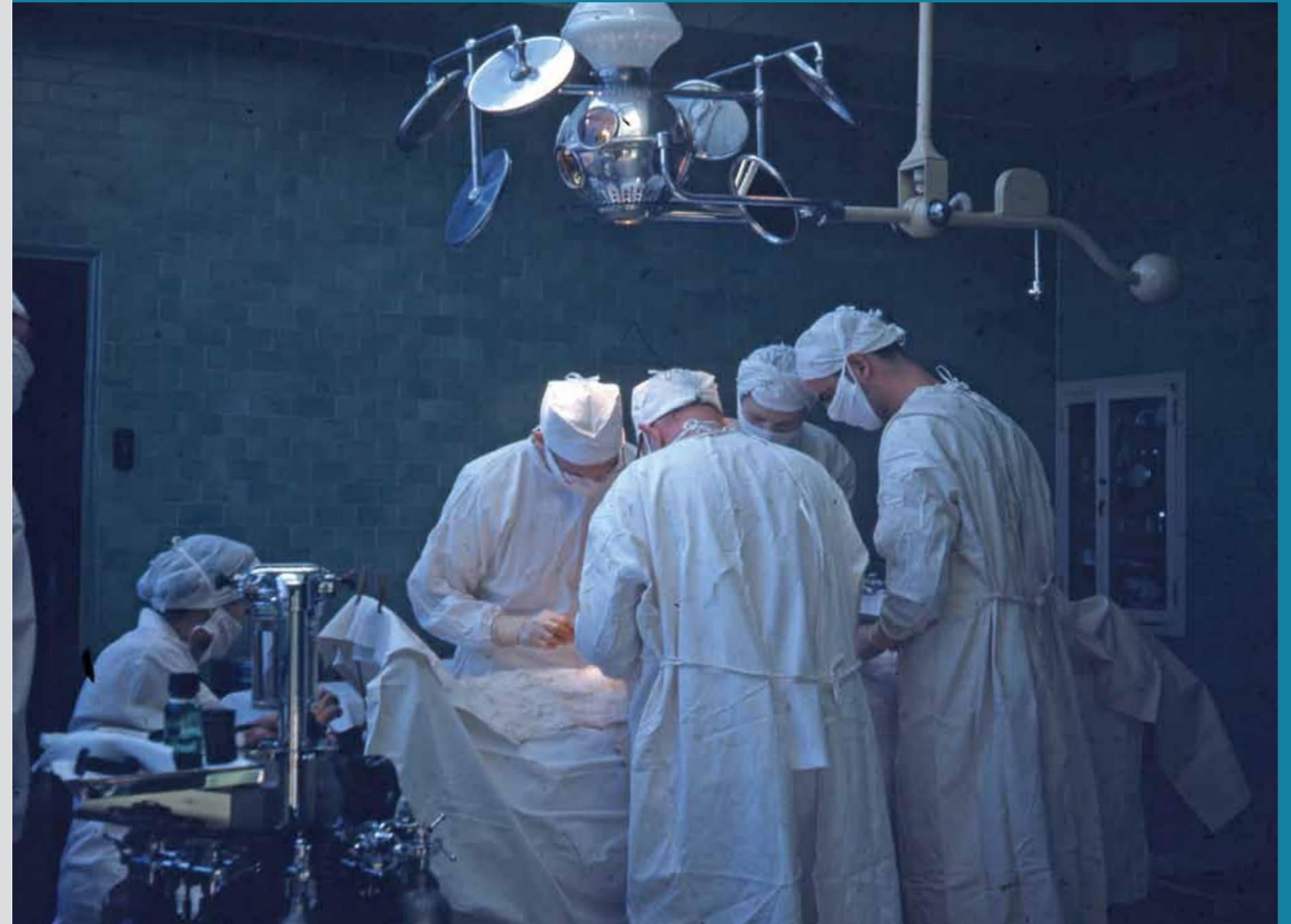
During the past twenty-five years Deaconess’s mission saw dramatic and transformative changes in its expression. Perhaps, the most important of those changes was the sale of the assets of the Deaconess Incarnate Word Health System. That decision and its rationale were

explained in a paper written for numerous audiences in 1997, especially the board of trustees, the employees, and the medical staff. What follows are some of the themes in that paper.

Trends in Health Care

In the years following World War II, American health care experienced unprecedented expansion, especially in the 1960s and 1970s. Evidence of that growth could be seen nowhere better than in the construction of new hospitals. Indeed, construction cranes were ubiquitous and constant reminders of the marvelous developments underway. If there wasn’t a construction site on your hospital campus, there was reason to worry about your future.

In the late 1980s and early 1990s, all of that changed. A new environment was emerging,



and it was full of challenges and threats. The users and purchasers of health care had increased expectations about the services they received, including higher quality, lower costs, optimum choice, and more convenient services. More competition, not less, seemed to be the mantra of business leaders who were seeing their employees' insurance premiums growing at double-digit rates. Others were insisting that health care systems operate more efficiently by taking on the attributes of for-profit entities. At the very least, the health care industry came under pressure to provide better value to its customers.

At the same time, the emergence of the health maintenance organizations (HMOs) was transforming the way hospitals, physicians, and patients related to each other. In St. Louis, HMO enrollment was extending well beyond commercially insured populations and had taken hold even in Medicaid and Medicare. Some argue that rather than maintaining the health of a defined population, as originally intended, the real goal of HMOs and similar insurers was to limit what doctors could do and what patients could receive. The downward pressure on hospital utilization and fee-for-service payments was unrelenting.

The St. Louis Environment

Over a period of fifteen years, the volume of patients in hospitals (inpatient days) dropped 35 percent and was continuing to decline. In 1980 there was a strong demand for 4 million inpatient days. But by 1996 the number was 2.5 million. That meant on an average day, only 40 percent of the hospital beds in St. Louis were occupied.

One consequence of these trends was that hospitals were consolidating, just like corporate America. Partnerships and mergers became as much a part of the landscape as construction cranes in previous decades. The conventional wisdom was that by coming together as systems, costs could be reduced and economies of scale could be achieved. By



the mid-1990s, of the twenty-eight area hospitals only three remained independent. All others were either owned by a health system or in a contracted relationship with one.

Deaconess Hospital was not exempt from these new realities. Through mergers with Normandy Osteopathic Hospital and Incarnate Word Hospital, Deaconess was now part of the Deaconess Incarnate Word Health System (DIWHS). While these mergers offered some benefits, they were not sufficient to provide the strength needed for the days ahead.

For example, the combined cash reserves of the other three systems (BJC, Unity, St. Louis Help Care Network) were estimated to be greater than \$1.5 billion. DIWHS, with cash reserves of approximately \$50 million, found itself dwarfed in financial strength when compared to its primary competitors. Similarly, the inpatient market share of Deaconess was approximately 7 percent, while the other three systems combined had 78 percent.

At the same time that hospitals were consolidating, so were the HMOs. At one point a single HMO controlled approximately 50 percent of the local HMO membership. A significant part of their competitive strategy was to limit the number of hospitals it approved for its members. Unlike BJC, DIWHS was not considered essential for an HMO's success. Moreover, the payments made by HMOs were significantly

lower than commercial insurance, and in some cases equal to the rates of Medicaid.

The aging Deaconess and Incarnate Word facilities were complicating the situation even further. Annual capital spending to maintain the physical plants and continually update the equipment of all three hospitals exceeded \$20 million.

The combination of declining volume, demand for capital spending, and reduction in payments placed most local health care organizations at strategic crossroads. For DIWHS, the strategic options were three: stand alone, merge with a stronger partner, or sell the assets.

Even for people who worked in health care, the issues facing contemporary health systems were complicated and confusing. For those who remembered when religiously sponsored hospitals were constantly growing, the new language of market share, competition, and bottom line were anathema. It had become a new world but not a welcome one.

Board of Trustees (DIWHS) Exploration of Options

In early 1996 the board reached five significant conclusions:

Although DIWHS continued to be “profitable,” it was not likely that the system could stand alone over the long term, given the changes on the horizon.

It would be irresponsible to allow the organization to deplete its assets that had been accumulated during a century of service to the community.

It would also be irresponsible to allow the financial condition to deteriorate so far that bondholders, many of whom were long time supporters, would lose their investments.

Out of concern for physicians and employees, it was important to select an option that offered the best prospects of continued employment.

It was time to pursue an affiliation with a strong health care partner that would share many of the DIWHS values and also bring financial strength to the organization.

Considerable discussion was given to which nonprofit, religiously sponsored organization in St. Louis would

provide the best fit. Affiliation with the short-lived Unity Health System (St. John’s, St. Luke’s, St. Anthony’s) seemed potentially positive, given the five conclusions of the board and the expressions of interest by Unity.

After weeks of discussion and information exchange with Unity, it became apparent that DIWHS would have only a small minority voice within the Unity governance structure. It was also unclear what plans Unity had for the three DIWHS hospitals and for the large primary care physician organization DIWHS had created. Under the arrangement being discussed, the board believed that the Unity System ultimately would absorb the DIWHS assets, and the identity and tradition of the DIWHS entities would disappear. This give away of assets was not believed to be in the best interests of DIWHS’s sponsors (Deaconess Health System and Incarnate Word Health System). So, a cash-based negotiation was begun.

Several weeks later, DIWHS received an inquiry from Tenet Health System. The board agreed that other proposals should be entertained and decided to seek a proposal from Tenet. The same monetary and nonmonetary requests that were part of the Unity discussions were included in the Tenet discussions. In order to ensure that DIWHS interests were well represented, the board engaged the Chicago law firm of Gardner Carton and Douglas and the valuation firm



of Kaufman Hall. Both firms had extensive experience with similar transactions around the country, including St. Louis.

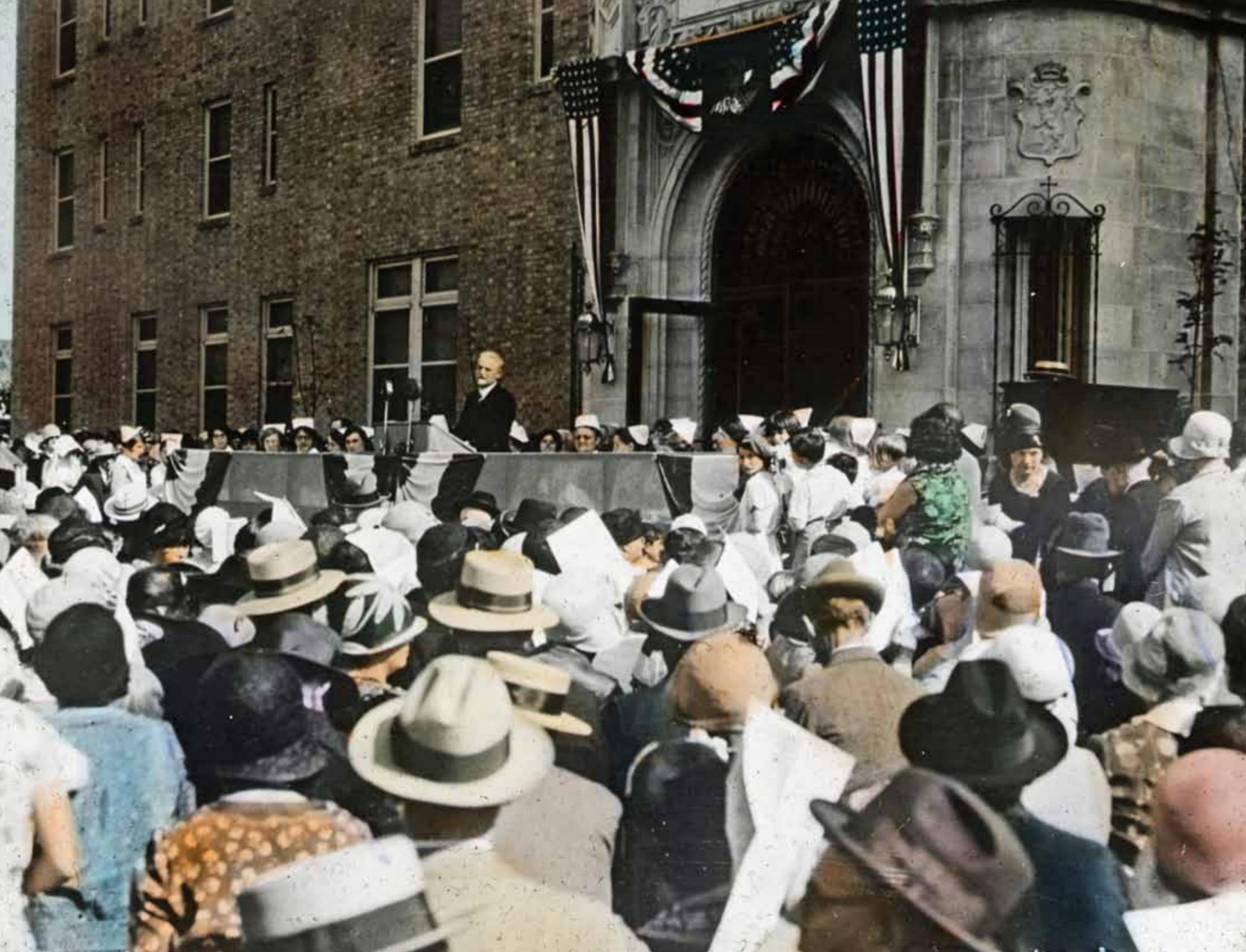
In January 1997, representatives of the two firms engaged by the board presented a comparative summary of the responses from Unity and Tenet. Based on the comparison, the board selected Tenet as the best option. Then, on January 11, 1997, with the affirmative vote of the two DIWHS sponsors, internal and external announcements were made of the decision.

New Mission Expression— Deaconess Foundation

The preservation of the historic mission was of paramount importance to the representatives of the former Deaconess Health System. The first expression of that mission in 1889 was the education of deaconesses and the creation of the Deaconess sisterhood. That same year the first two deaconesses were consecrated and a Deaconess home was established.

Soon after, a second expression was added to the mission. The Deaconess Home was expanded to become the Evangelical Deaconess Home and Hospital. Although the German immigrant community was the primary focus initially, it was not long before the hospital became a resource that benefited larger and more diverse groups in the wider St. Louis region. As time passed additional expressions of the mission came and went. The only thing that remained constant was the mission.

At the heart of its mission, Deaconess has always been dedicated to serving those in need, especially the most vulnerable. It has been part of its self-understanding from the beginning and was central to the ministry of the Deaconess Sisters. It was also a key factor in the decision of



the 1960s and 1970s to remain in the city and not become part of the outward migration of the city's population and most of its hospitals.

So, what now? Deaconess's world was turned upside down. With over one hundred years of ministry, what should become the new expression of Deaconess's mission? As a ministry of the United Church of Christ, to what is Deaconess now called? What does Deaconess's faith foundation have to say at this moment in its history? The proceeds from the sale of the assets were substantial but modest in the face of the community's needs. What should be the focus of the ministry's efforts? How should the money be used?

The continuing board of trustees decided that the creation of a grant making foundation would provide the most flexibility for the exploration of new opportunities and possibilities. There was a strong conviction that, as it was for Deaconess' founders in 1889, clarity would evolve and a path of meaningful service would be found. There was also a strong conviction that whatever the future might hold, the mission and the underlying values must not be abandoned. They are just as relevant today as they were for our faith ancestors in the nineteenth century.

It will surely be exciting to watch the evolution of Deaconess in the years to come. With faithful service, careful stewardship, and God's blessings, Deaconess not only will

celebrate the sesquicentennial of its mission, but may well celebrate it's bicentennial in 2089! We can only imagine how the mission will be expressed then, but one thing is certain, change will be constant. And a new generation will emerge to lead the way. T. S. Elliot, a child of St. Louis, was right when he wrote:

*For last year's words belong to last year's language
And next year's words await another voice.*

Deaconess Value: Identity

We believe our tradition and history as a ministry of the United Church of Christ should inform and help shape our work.





Heritage—Planted in the Church

On a rainy night in March 1889, St. Peter's Evangelical Church opened its doors to a group of men and women who were intent on finding a way to care for the sick and poor in St. Louis. This was a bold first step forward for a church that had already established itself as a place where compassion and care could be found by its primarily German immigrant congregation.

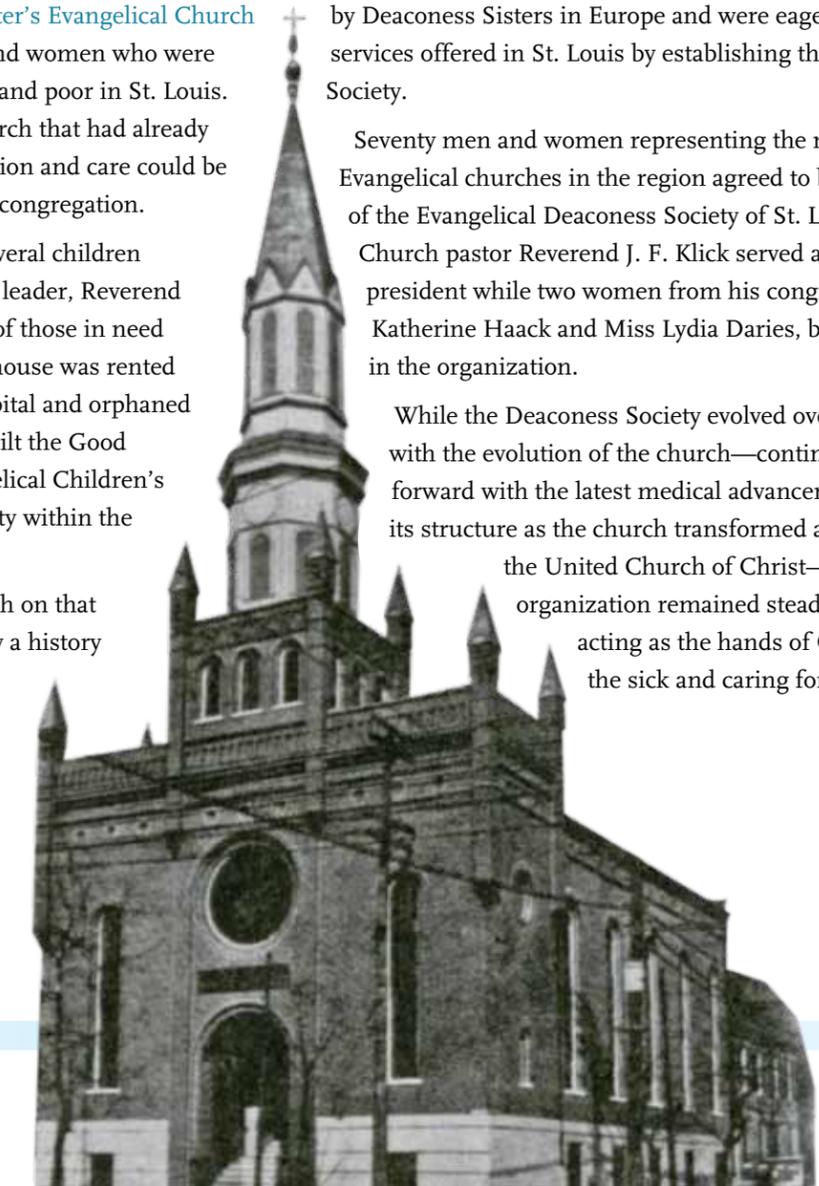
When a cholera epidemic in 1849 left several children without parents, St. Peter's Church and its leader, Reverend Louis Nollau, took them in. The numbers of those in need grew along with the size of the city, and a house was rented on Carr Street to act as a combination hospital and orphaned children's home. The church eventually built the Good Samaritan Hospital in 1857 and the Evangelical Children's Home in 1866 to fulfill its Christian identity within the community.

So when leaders met at St. Peter's Church on that blustery evening in 1889, there was already a history of strong social ministry. They were keenly aware of the excellent work done

by Deaconess Sisters in Europe and were eager to improve the services offered in St. Louis by establishing their own Deaconess Society.

Seventy men and women representing the most powerful Evangelical churches in the region agreed to be charter members of the Evangelical Deaconess Society of St. Louis. St. Peter's Church pastor Reverend J. F. Klick served as the first board president while two women from his congregation, Mrs. Katherine Haack and Miss Lydia Daries, became the first sisters in the organization.

While the Deaconess Society evolved over the decades along with the evolution of the church—continuously pushing forward with the latest medical advancements and adjusting its structure as the church transformed and expanded into the United Church of Christ—the sisters and organization remained steadfastly dedicated to acting as the hands of God, ministering to the sick and caring for the poor.



Spirit—Serving with the United Church of Christ

First and foremost, Deaconess understands itself as a servant of God's mission through the church. The foundation is recognized as a supporting ministry of the Illinois South and Missouri Mid-South Conferences of the United Church of Christ (UCC). This relationship to a progressive faith community committed to service informs its grantmaking. It also provides a context of partners with which it serves.

Leading among these partners are UCC congregations in the St. Louis region. Deaconess congregational grants support UCC churches in their efforts to promote community health, engage youth in the community and build the capacity of congregations to serve others. Since 1998, more than 370 churches have received nearly a half million dollars in support.

Members of the UCC Council for Health and Human Service Ministries have been strong church-related partners for Deaconess. As an active member of the council since its inception seventy-five years ago, the foundation has been responsive to agencies of shared faith heritage, children locally serving and nationally in times of need. Following Hurricane Katrina, the foundation made a \$250,000 gift to Back Bay Mission, a UCC mission in Biloxi, Mississippi.

The most significant example of supporting an institution with shared roots is the foundation's historic support of Eden Theological Seminary. In the summer of 2007, Deaconess voted to make a three-year investment in Eden Seminary, totaling more than \$18 million. At the time, the gift was recognized as one of the five largest gifts ever

given to a theological school. It is still the most significant financial commitment in the Foundation's history.

The Reverend Jerry W. Paul, President of the Foundation at the time noted, "In supporting Eden, we are simply acting on another part of our history, tradition and purpose as a church-related institution."

Consistent with the Foundation's organizational capacity building approach to grantmaking, the financial assistance package was designed to enhance the school's ability to deliver on its core program: the formation of leaders for the Progressive Christian Movement. The three years included an intense focus on board development, facility review, strategic planning, business planning and leadership development.

Reverend Dr. David M. Greenhaw, Eden's President, welcomed the wrap-around support as "a wonderful development for our school and for the many communities it serves. Deaconess' support will enable us to concentrate on what matters most—providing our students with an exceptional seminary education so that they become the finest pastors and community leaders they're capable of being."

Echoing the impact on the St. Louis community and society at large, Rev. Paul declared at an Eden convocation, "While few are products of a seminary, they are beneficiaries of the contribution seminaries make by maintaining a voice of reason and a perspective of faith in our civic life. They are also an important element in holistic leadership development. As far as Deaconess is concerned, that is a contribution without which our community would be deeply impoverished."





Vision—Collaborating to Expand Impact

Neighborhood Houses and Deaconess Foundation share many things: a devotion to improving the lives of children and families, a commitment to strengthening the community, and a history of working to create a better world for all. But one of the most important links between the two organizations dates back 100 years and lies at their very cores. They are both ministries of the United Church of Christ.

Founded in 1913, Neighborhood Houses is a broad network of services for children ages six months through twelve years, providing after-school programs, health screening and assessment, summer programs, early childhood education, and enrichment activities.

The organization began when a group of Eden Seminary students recognized a need in the community and drew inspiration from the nation's settlement house movement to address it. They worked to help German immigrants and their children assimilate into St. Louis and thus began a century-long mission to strengthen the region's families through service to children. "The church is the foundation of our mission. It has been involved since our very beginning," said Darlene Sowell, executive director of Neighborhood Houses.

Throughout the years, more missions—or "houses"—were created throughout St. Louis City, wherever a need for child-focused assistance was identified. The houses became a source of pride and a sign of stability in neighborhoods that appreciated their positive presence.

One of the keys to Neighborhood Houses' success is its willingness to evolve with the times. Support provided by Deaconess Foundation

was used to make much-needed capital improvements to their buildings and to take large leaps administratively in areas such as marketing, volunteer coordination, and performance measurement. Neighborhood Houses learned the importance of evolving to meet changing neighborhood needs.

"In 2008, we recognized that attendance was down in our programs, so our board looked at what we do really well and how we can do it better. We saw that we had to change how we deliver our services," Sowell explains.

After-school programming is one of the organization's signature services. Neighborhood Houses is now one of the city's largest providers of school-based, extended-day learning. "With Deaconess' help, we now have the potential to reach 900 children per day—much more than we could do before. There are programs around the country that have studied what we've done in St. Louis and are changing because of our success," Sowell says.

The organization also saw a need to extend its programming for teens and young parents. "Our teen programs are all about helping these young people to thrive, to have aspirations, and to know that they can provide for themselves and for their families well into the future," said Sowell. Though Neighborhood Houses may adapt to meet changing needs in the community, its core remains solid. "We are proud of our heritage and lifelong affiliation with the United Church of Christ," notes Sowell, "there is deep joy in modeling ministry beyond church walls. Daily, we witness great possibilities."

Deaconess Impact Partnership

“Before capacity building, my administrative assistant was an answering machine named Zelda.”
—Chet Cantrell,
Christian Activity
Center

By 2004, Deaconess Foundation had provided over 300 nonprofits with about \$17 million. While doing so, the board and staff discovered that sometimes, because of their dedication to using nearly every dollar to provide service, these organizations didn't have anything left for training staff, updating computers, developing a strategic plan, or buying necessary equipment and supplies. At the same time, through conversations with nonprofit leaders and community partners, Deaconess was hearing “focus—don't try to be all things to all organizations.” These observations, plus research into national trends in effective grantmaking, led the foundation to launch the Deaconess Impact Partnership.

Through investing in “organizational capacity building,” the impact partnership helps child-serving nonprofits build and maintain the tools and infrastructure needed to sustain their efforts long into

the future, thus increasing their ability to advance social change. Deaconess Foundation defines capacity building as the activities and decisions that strengthen an organization and enable it to better achieve its mission. Capacity building is designed to give nonprofits more power to realize their vision.

Just as great communities need great leaders, great programs need great organizations behind them. However, nonprofit organizations are fed mixed messages. Nonprofits are routinely requested to demonstrate that they are not overspending on administrative costs: executive directors often have to answer, “How much of my dollar is going to direct service?” The implicit message from institutional and individual donors is to spend as much as possible on getting program out the door. At the same time, funders want to see that nonprofits have

strategic plans, diverse boards, evaluation systems, and trained staff. In his book, *Sustaining Nonprofit Capacity: A Case for Capacity Building*, researcher Paul Light explains the predicament: “The challenge is that nonprofits have little discretionary funding and must often choose between computers and kids, training and trees, or salaries and seniors. . . . Nonprofits choose the kids, trees, and seniors nearly all the time.”



What the Deaconess Impact Partnership Looks Like

Working with cohorts of six to eight nonprofits that serve St. Louis's most vulnerable children, the impact partnership is a multipronged approach to spurring organizational change. The initiative includes:

A covenantal relationship: Capacity building requires trust, transparency, and the ability to be flexible when faced with roadblocks. Reflecting the foundation's faith-based roots, Deaconess and the partners sign a covenant that outlines expectations of each other and serves as the basis for the work, rather than a contract with set activities.

A capacity building plan and the funds to implement it: as each nonprofit varies in terms of size, services offered, and history and culture, the plans are customized to meet their individual needs.

“Deaconess Foundation gave me the tools to do those things that I wanted to do and pushed me to do the things that I didn't want to do. I found that the things that I didn't want to do were more important and more satisfying than the things I wanted to do.”

—Stephen Zwolak,
University City
Children's Center



Peer exchanges: through monthly meetings and an annual retreat for executive directors, organization leaders are able to learn from each other, seek advice, and share successes. Similar meetings are held with development directors, administrative leads, and other peer groups.

Training opportunities for staff and boards: from planning executive succession for boards and financial forecasting to leadership development for program managers, the impact partnership provides opportunities to learn and grow throughout partner organizations.

Deaconess staff counsel and executive coaching: Each of the partner executive directors is a learner, and each has benefited from resources available for his/her own professional growth. Deaconess staff provides guidance and support on overall management issues as well as implementation of their capacity-building plans. Some of the leaders have taken advantage of executive coaches for more targeted leadership development.

External evaluation: Deaconess has partnered with TCC Group to evaluate the impact partnership since the first round of eight partners. The evaluation provides each organization with feedback on their growth in administrative capacity, plus Deaconess receives recommendations on how to improve the program.

What We Have Learned

Each round of Deaconess Impact Partners has expanded Deaconess's understanding of this work—how to partner better, how to build capacity more efficiently and effectively, and how to focus capacity-building plans on those activities with the greatest impact. Certain grantmaking “best practices,” such as investing for multiple years and providing larger grants, proved to be equally effective when investing in infrastructure. In addition, spending time up front to assess an organization and build a targeted plan to meet each nonprofit's needs ensures that the organization is receiving the appropriate type and amount of capacity-building activities. Though individualized, the plans do incorporate particular areas that TCC Group's research indicates are critical for sustainability and growth (leadership development, performance management, human resources, and fund development). Keeping the plans flexible ensured that the partner organizations were able to react to both what they learned along the way and the ever-changing environment.

The results have been uplifting. Though each partner shifted and changed in its own way, the majority of the organizations expanded and deepened their impact. More children and families are being served as a result of the impact partnership with greater programmatic results. Boards are stronger as a whole, and individual board members take what they have learned as they move from one board to another, thus sharing the learning with the St. Louis community.

As a result of Deaconess's investment, most of the Deaconess Impact Partners have seen an increase in their revenue. Because these increases come from a greater diversity of funders and funding types, the revenue growth is more likely to be sustained.

Ultimately and most importantly, the Deaconess Impact Partnership significantly boosted organizations' abilities to achieve their missions. In the end, it is about the children.

“At the beginning, we did not know what kind of roller coaster ride we were about to board. We hit highs and lows, twists and turns. However, as we exit this ride, we leave with a sustainable way to deliver high-quality programs to the children we serve.”

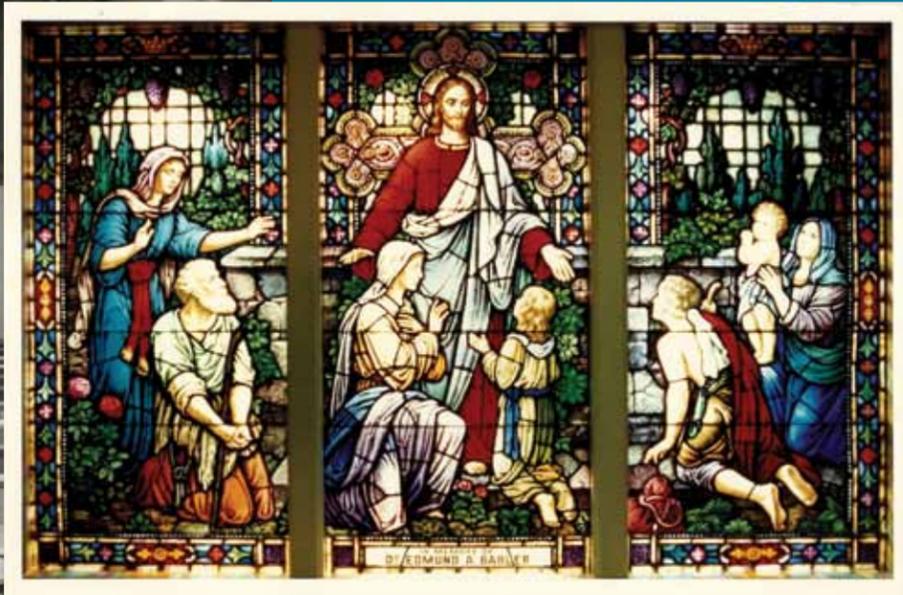
*—Melanie Scheetz,
Foster and Adoptive
Care Coalition*





Deaconess Value: Faithfulness

We believe our decisions and actions should reflect a faith commitment based on God's living presence in the world, continuing revelation, and call to servanthood.



Heritage—Creating Sacred Space

From their very inception, the Deaconess Sisters in St. Louis stressed that theirs was a divine calling and religious vocation that served Christ through service to humanity. They patterned themselves after the Deaconess Society of Kaiserswerth, Germany, which believed that “a Deaconess is first of all a disciple of the Lord.”

The Sisters’ lives were both physically and mentally demanding: They were required to leave their homes to live in the motherhouse, not to marry, and dedicate themselves to providing care to those who were suffering. The women who chose this work needed a spiritual center to give them strength.

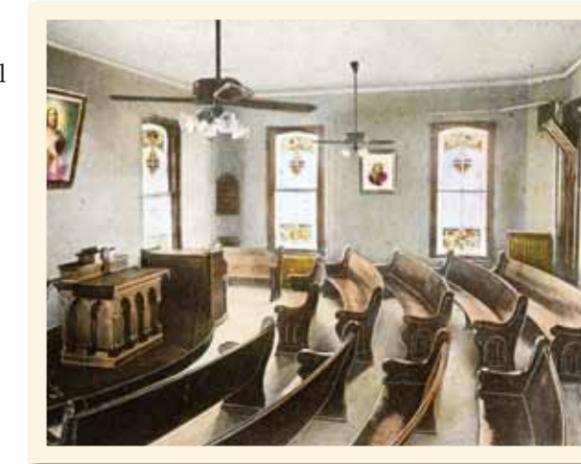
The physical symbol of this devotion was the Deaconess Chapel.

While there was no room for a chapel when the first Deaconess Hospital opened on Eugenia Street in 1889, a description of its dedication says that in the small hospital “all were cheerful and enthusiastic in the spirit of Christian faith and love.” The sisters honored their faith by holding worship

services in patient rooms or wherever there was available space.

The first dedicated Deaconess Chapel was constructed when the hospital moved to West Belle Place in 1893. The Chapel sat at the heart of the facility and was where the sisters practiced their faith through private morning and evening prayer, daily communal prayer, and at least a half hour of daily meditation and reflection. It was open to patients, visitors, and staff members who also wished to worship.

The Deaconess Chapel had several locations while the hospital continued to move and expand, until the Deaconess Memorial Chapel was built on the Oakland Avenue campus in 1956. The snug little chapel, which featured lofty ceilings and could accommodate 150 people, was called “the fulfillment of a dream” by the sisters. Within its pale blue walls, the Deaconess Evangelical and Reformed Church found both a permanent home and a place where its ministry could flourish.



Spirit—Building a Greater World

The most inspired human achievement is often borne of our deepest struggles. The Christian Activity Center (CAC) in East St. Louis, Illinois, sits in a corner of the world where distress is not hard to find, where difficulty can be seen from the sidewalks. Yet a step through CAC's welcoming, unlocked doors is similar to opening a jewel box where bright young faces shine with the promise of what future achievements await them.

CAC has roots dating back to the 1800s, when a group of Baptist fellowships united to form ministry partnerships in East St. Louis. In its current form, CAC provides a safe and structured environment for children ages six to eighteen to receive the educational, spiritual, and physical guidance they need to prepare for what Executive Director Chet Cantrell calls "a greater world."

That greater world may seem inconceivable to the over 7,000 children who currently call East St. Louis home. They face the highest crime rates in the nation, crippling poverty, school districts that are ill equipped to educate them, and a nearly nonexistent health care system. "Many of our kids have never been past Seventh Street. They come to us with no medical records, no progress in school, no one paying attention to them. We show them that someone loves and cherishes them. We start from scratch and give them the tools they need to navigate the world," says Cantrell.

Deaconess Foundation provided funds to help the organization

build its infrastructure through equipment and staff, new educational programs, a larger donor base, advisory board growth, professional training, and strategic plans.

"Before we received the Deaconess Impact Partner funds, our financial resources were like a roller coaster: we would be secure one year and depleted the next. Having that stability has helped us get over the initial hurdles of growth and make a meaningful difference in this neighborhood," Cantrell said.

CAC's results are impressive. Children who attend regularly and are involved in one or more of CAC's programs have an average GPA of 2.97; those involved in two or more programs average a 3.0; and those in three or more average an impressive 3.3. CAC's students have a 95 percent matriculation rate through all grades. Each of their seniors graduating in 2012 was accepted and is planning to attend college.

Moving forward, CAC plans to continue to upgrade their facility, modify their educational reporting, and increase their programs. Cantrell also has a vision of expanding the CAC's footprint in the area to include beautiful green fields and performance areas.

"God is in places of great need. We're filling the role of family for our kids. Everything we do today will carry over to how they build their own families and treat their children in the future," says Cantrell.





Vision—Caring for Future Generations

Supporting the growth of a compassionate nursing workforce is core to Deaconess’s heritage and honors the spirit of the Deaconess sisters. These “pioneer professional women”—as they were deemed by Deaconess historian Ruth Rasche—offered healing ministry themselves, and impacted the lives of generations of caregivers through their teaching in the School for Deaconesses and ultimately the Deaconess College of Nursing.

As the Deaconess College of Nursing transitioned, alumni and Foundation staff worked together to assure ongoing support for nursing education to students in the St. Louis community as a means to extend the Deaconess tradition of healing through nursing. To date, Deaconess Foundation has given more than \$2.6 million in nursing scholarship grants.

Deaconess nursing scholars are a diverse cadre of aspiring young caregivers from every corner of the St. Louis region. Indeed, even their common passion for nursing takes them in different directions.

A former high school hockey player from Cedar Hill, Missouri, Riley Wood is working toward his bachelor of science in nursing at Missouri State University. Victoria Crigler, a Hazelwood East graduate and University of Central Missouri student has her sights set afar. Following the example of a family member who is a registered nurse she says, “I want to go to different hospitals and

help people in different cities.” And as Deaconess celebrates 125 years in 2014, Dakari Russell, a product of De Smet High School, will be celebrating graduation from Rockhurst College in Kansas City and the beginning of his nursing career.

In 2012, Deaconess entered into a partnership with The Scholarship Foundation of St. Louis and the St. Louis American Foundation to increase interest in nursing, support the education and persistence of youth from the St. Louis community positioned to pursue nursing but lacking the financial means, and strengthen the continuum of medical care in the region by building the healthcare workforce.

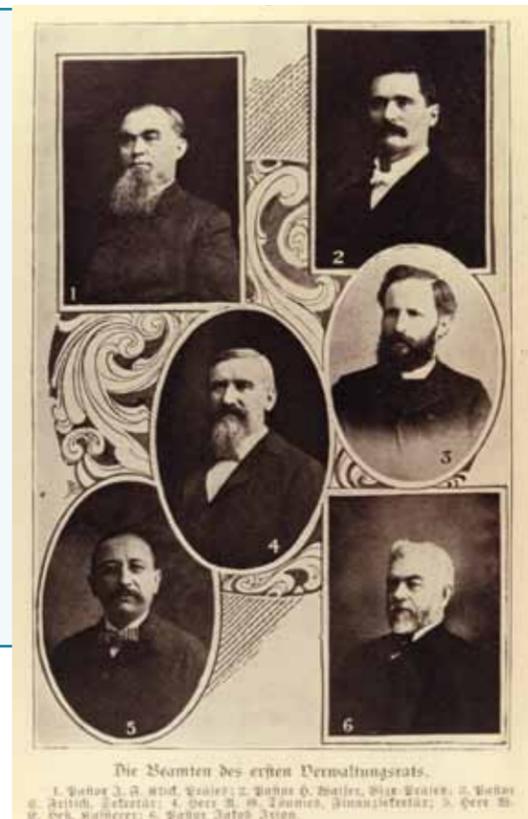
The Scholarship Foundation of St. Louis provides recruitment, screening and selection of candidates, many of whom are first-generation college students, as well as social supports to the students as they pursue their degrees. The St. Louis American Foundation publicizes students’ progress as well as opportunities in the health care profession.

“The students supported through this collaborative relationship are those who have committed to standing beside each of us in critical times of sickness. Theirs will be the hands that reduce health disparities in our community through direct contact, care and hospitality,” notes Reverend Starsky D. Wilson, President and CEO of Deaconess Foundation.

DEACONESS TIMELINE

1889

FIRST OFFICERS OF THE EVANGELICAL DEACONESS SOCIETY ESTABLISHED
The articles of association of the Deaconess Society were decidedly ahead of their time: they included the election of four women; there were term limits; and they included both laity and ministers.



FIRST DEACONESS SISTERS CONSECRATED
Mrs. Katherine Haack and Miss Lydia Daries were consecrated as the first Deaconess sisters of the Evangelical Church in America.



INCORPORATION
In 1889, men and women of the Evangelical Church (now the United Church of Christ) met with a vision of compassionate care for the poor. From this vision grew the ministry of Deaconess sisters, consecrated to serve the health needs of the community.

FIRST DEACONESS HOME
At the charter meeting of the Evangelical Deaconess Society of St. Louis, Mrs. Wobus donated a house at 2119 Eugenia Street to be used as the sisters' home and hospital or sold to procure funds for the purchase or rent of a more suitable building.

The building was deliberately called a "home." Most people who became sick in those days were accustomed to being cared for in a home. Hospitals were considered the last resort.

DOCTORS IN THE HOUSE
Dr. Henry Summa and Dr. A. F. Bock offered their services in the treatment of patients at the new Evangelical Deaconess Home. Both were members of the Evangelical Church. The appointment of the Deaconess medical staff in 1889 set a high standard of professional excellence in medical care to be offered at Deaconess Hospital.

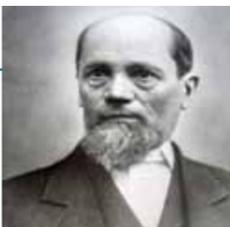


1890

SCHOOL FOR DEACONESSES ESTABLISHED IN ST. LOUIS. The Deaconess Sisters' training was rigorous and comprehensive. The training included not only medical studies, but also spiritual and intellectual practices. The origins of structured nursing care, based on the creation of a comprehensive medical record, can be traced to Deaconess's model.

FIRST "MAJOR GIFT"

A grateful patient and friend of Deaconess, Mr. Henry Tibbe (a businessman from Washington, Missouri) gave \$9,000. He had previously given \$800 for the first lot and building on West Belle Place. His \$9,000 gift enabled the board to buy adjacent property for expansion of the hospital. His wife was a charter member of the Deaconess Society.



1893

A NEW HOME

In response to growing demand for services, the Deaconess Society decided to authorize a search for a new location. A vacant public school building at 4117 West Belle Place was purchased for \$9,500 for the new home. A hospital building was later constructed adjacent to the home.

1895

FIRST SUPERINTENDENT
The Rev. Frederick P. Jens was named first superintendent of the Deaconess Society.

1898

DEACONESS SUPPORT FUND ESTABLISHED

The board of directors resolved "to create a fund with the income from such sources, from which deaconesses are to be supported and cared for when sick or unable for service."

1899

FIRST FEMALE PHYSICIAN

Dr. Adelheid Bedal became the first female physician at Deaconess Hospital. She was also one of the first three women admitted to the St. Louis Medical Society. This milestone signified Deaconess's ongoing commitment to employing women physicians.

1903

1904

FIFTEENTH ANNIVERSARY
Celebrating its fifteenth anniversary, the Deaconess Society published *A Short History of the Deaconess Calling and of Deaconess Institution.*

DEACONESS IS FIRST IN AREA WITH A BABY INCUBATOR
Deaconess Hospital obtained first baby incubator. After news of a 2-pound, 7-ounce premature baby surviving in an incubator, the machines were temporarily relocated to an exhibit at the 1904 World's Fair.



FIRST FUNDRAISING CAMPAIGN
Raising approximately \$100,000, Deaconess was able to build a new forty-bed, three-story hospital building west of the Sisters' Home at West Belle Place.

1906

The first X-ray examination was conducted at Deaconess Hospital.

1907

HIGH DEMAND FOR DEACONESSSES
The Federation of Evangelical Deaconess Associations was created as a means of formalizing Deaconess's response to growing demand for Deaconess work. Deaconess Sisters from the St. Louis motherhouse were sent to new Deaconess institutions in other cities to give professional leadership in management, teaching, and nursing supervision.

1909

TWENTY-FIVE YEARS CELEBRATED
Deaconess Society celebrated its 25th anniversary, noting that since its start it had served 17,397 patients in the hospital, and 827 in private homes, trained 144 Deaconesses, and had a budget (1913) of over \$55,000.

1914

DEACONESS SISTERS RECOGNIZED
Deaconess Sisters are first officially recognized by the Evangelical Synod of North America with denominational standing. The denominational recognition was an important stamp of approval and pledge of support from the national church.

1921 1923

NURSING STAFF BECOMES FORMALIZED
The first full-time superintendent of nurses, Sister Beatna Schnick, was appointed to oversee the work of the Deaconess nurses.

1930

NEW HOSPITAL
Deaconess Hospital, "the magnificent new hospital on the hill" at 6150 Oakland Avenue, was dedicated on May 25. Construction costs totaled \$1,150,000. Due to the onset of the Great Depression, construction of a new sisters' home was placed on hold. Sisters lived on the third and sixth floors of the new hospital building.

JOINING THE AMERICAN HOSPITAL ASSOCIATION
Deaconess Society Board of Directors voted to have Deaconess Hospital join the American Hospital Association.

1926

FIRST PUBLIC/COMMUNITY CAMPAIGN
The campaign, which was completed in 1929 to build a new building on Oakland Avenue, raised over \$500,000, involved 1,500 people, and was chaired by Mayor Henry W. Kiel. In a *Post-Dispatch* article, Mayor Kiel was quoted as saying, "I am counting on your help. He who gives to a hospital gives to life itself."

1927

1934

PSYCHIATRY RECOGNIZED AS IMPORTANT PRACTICE
The practice of psychiatry began at Deaconess Hospital. Deaconess was reportedly the first hospital in St. Louis to treat private psychiatric patients in a private hospital.

1936

INSURANCE PLANS BEGIN
Barely weathering the Great Depression, Deaconess Hospital's ability to provide "charity care" to the poorest patients was greatly helped by joining the new Blue Cross Hospital Service Plan.

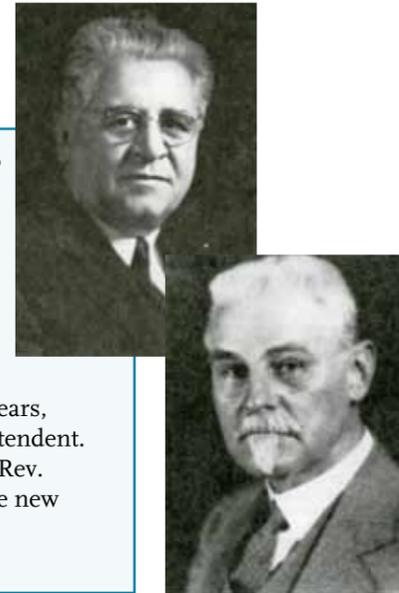
1937

SISTERHOOD AT ITS LARGEST
In the new location on Oakland Avenue, the St. Louis Deaconess sisterhood grew steadily. It reached its largest size ever during the 1930s, numbering 144 in 1937.

FIFTY YEARS OF SERVICE
Deaconess celebrated 50 years in service and their 100,000th admitted patient. At this milestone, statistics for the Deaconess Society's first 50 years included: caring for over 100,000 patients, training 453 deaconesses, and establishing a campus with a property value of over \$1.15 million.

1939

CHANGING LEADERSHIP
After 42 years of service, Rev. Dr. Frederick P. Jens (bottom) retired. Rev. Paul R. Zwilling (top) was appointed the new superintendent and chaplain in 1941. Rev. Zwilling provided leadership to Deaconess Hospital for a total of eighteen years, first serving as assistant superintendent. He retired in 1947, and in 1948 Rev. Carl C. Rasche was chosen as the new administrator and chaplain.



1942

FOR GREATER SERVICE

The result of a capital campaign that was launched on the Deaconess Society's 50th anniversary was a new six-story sisters' home built immediately west and adjacent to the hospital. After 12 years of living in temporary quarters, the Deaconess Sisters expressed joy and gratitude for being able to all live together.

The Sisters purchase a set of ten antique dolls to preserve their heritage. Sister Bena Fuchs designed and created authentic clothes for the dolls that were worn by the sisters since the Deaconess sisters were founded in 1889.



SCHOOL OF NURSING ESTABLISHED

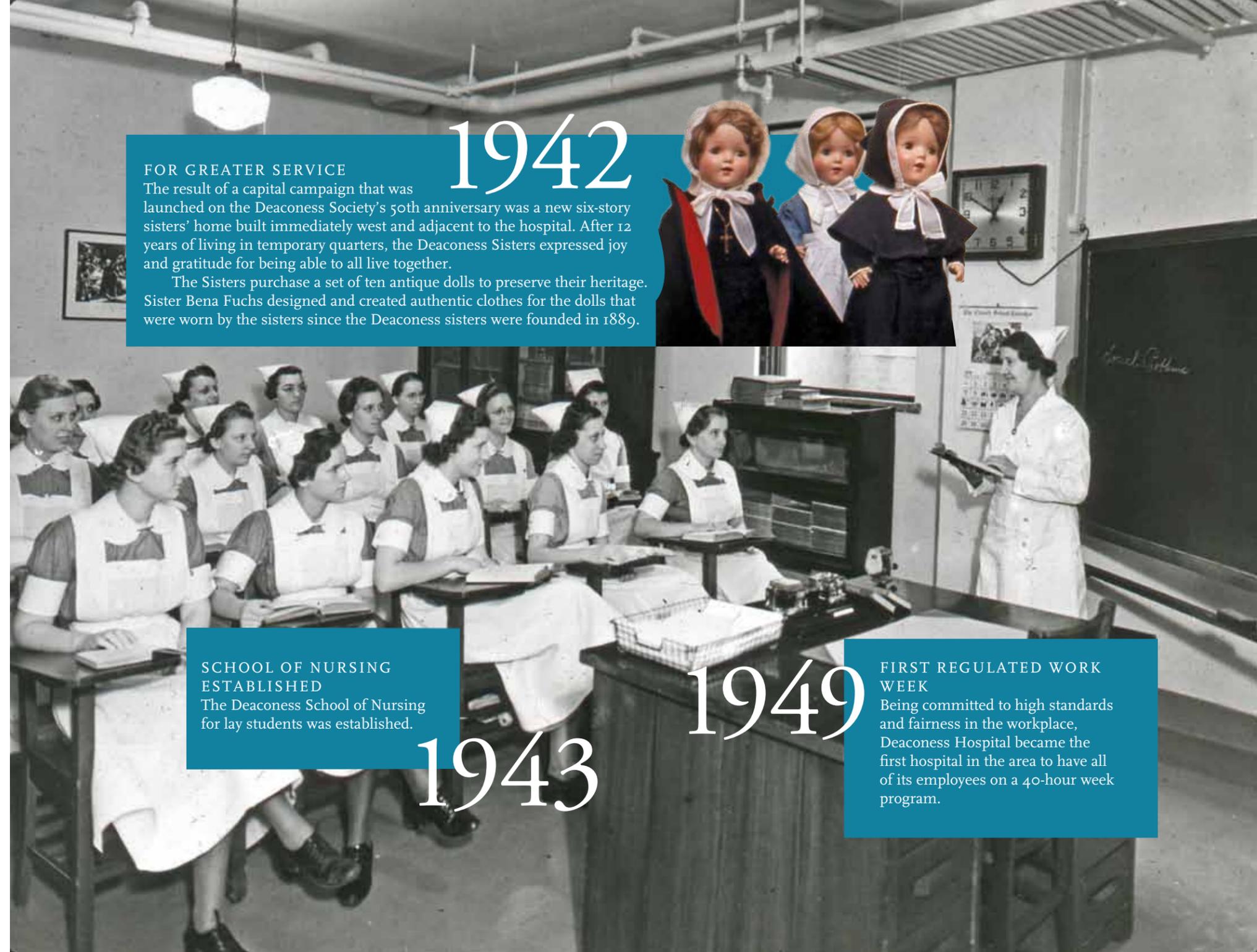
The Deaconess School of Nursing for lay students was established.

1943

1949

FIRST REGULATED WORK WEEK

Being committed to high standards and fairness in the workplace, Deaconess Hospital became the first hospital in the area to have all of its employees on a 40-hour week program.



1950

FIRST FUND DEVELOPMENT STAFF POSITION

The hospital hired an assistant administrator with a portfolio that included fundraising. His first task was to design and coordinate a campaign to raise at least \$500,000 to get matching funds from a Hill-Burton grant. By the end of the campaign in 1953, \$1 million was raised in gifts and pledges.

1950s

RECRUITMENT FOR DEACONESSES DISCONTINUED

After several years of intense recruiting, it became evident that many young women were interested in a career in nursing, but were unwilling to commit themselves to consecration as Deaconess Sisters. Recruitment for deaconesses was discontinued and the School for Deaconesses was phased out. Efforts were concentrated instead on offering high-quality education in the school of nursing and other hospital training programs.

1964

“DECADE OF DEVELOPMENT” CAMPAIGN

After a study by Booz, Hamilton and Allen, Inc. indicating that Deaconess Hospital occupied one of the finest and most strategic hospital sites in the metropolitan St. Louis area, a campaign was launched that ultimately raised \$3 million towards the \$8 million comprehensive “Decade of Development” construction project. The project included the Ancillary Services Building, the professional library, three patient floors on the South Building, the coffee shop, and the gift shop.

1972

DEACONESS HOSPITAL FOUNDATION ESTABLISHED

The board authorized the creation of a “Deaconess Hospital Foundation” on February 2, 1972, with the appointment of a board of governors. The purpose of the foundation was:

1. The support and encouragement of research studies and special clinical centers for advanced study and treatment.
2. The support of the hospital’s charitable clinics and care for the medically indigent.
3. The support of the hospital’s teaching and education program.
4. The support of the hospital’s continuous improvement of procedures, equipment, and facilities for better patient care.

1956

A SACRED SPACE
Deaconess Memorial Chapel
was dedicated on October 21.



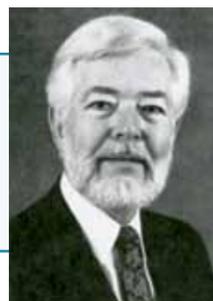


Deaconess Hospital was one of the busiest health care providers in the region, with a bed occupancy rate of over 90 percent. This encouraged the board of directors to launch a “Design for the Eighties Campaign.” This campaign met its goal of \$5 million by the spring of 1980. The construction cost of the extra floors on the ancillary building, rehab/therapy facilities, and employee garage was \$11.5 million.

1976



A CHANGE IN LEADERSHIP
 After serving for 34 years, President Rev. Carl C. Rasche (left) retired. He was succeeded by Rev. Richard P. Ellerbrake (right).



1982

1983

DEACONESS COLLEGE OF NURSING INITIATED
 The Deaconess School of Nursing was transitioned to become the Deaconess College of Nursing, the first hospital-based program of this type in the area and the second in the nation.

DEACONESS FOUNDATION ESTABLISHED
 In October 1983, Deaconess Foundation was established as a separate corporation—a 501 (c) (3), section 509 (a) (1) or (2) support organization. Articles of incorporation and bylaws were established to guide the corporation. The president of the hospital was appointed president of the foundation, and the chief staff person was named the executive director. As the new foundation was organized, its mission expanded along with the mission of the hospital with more support of programs and services “outside the walls” of the hospital. At the same time, the college of nursing replaced the historic school of nursing, and the foundation began turning much more of its energies to gathering funds to support the college, including the establishment of the Deaconess College of Nursing Endowment Fund.

1989

DEACONESS PARISH NURSING PROGRAM LAUNCHED
 To commemorate the centennial, Rev. Ellerbrake initiated the Deaconess Parish Nursing Program in St. Louis, providing new opportunities for Deaconess to be involved in supporting community-based health programs in the context of Christian ministry.

CENTENNIAL CELEBRATION AND “SHARE THE VISION” CAMPAIGN BEGUN
 The centennial of Deaconess was celebrated in a big way. The foundation was involved in the planning and implementation of many of the celebration activities. At the same time, the “Share the Vision” Campaign to build the Centennial Center was kicked off with a pledge of \$1 million from the Deaconess Auxiliary (a second \$1 million pledge was made in 1993). A second successful employee campaign raised \$300,000, along with \$700,000 from the medical staff. Over \$500,000 was raised from the United Church of Christ. The total raised was \$6.3 million towards the \$12.8 million project.

1990

FIRST \$2 MILLION GIFT
Henry and Ella Schmidt were good friends of Deaconess. For many years, Henry served on the Pension Committee. Following his death in 1990, Deaconess Foundation received \$2.2 million from his estate, the largest gift in the foundation's history. Two hundred fifty thousand dollars of his gift was designated for lobbies and was applied to construct the lobbies of the Centennial Center.

1994 & 1996

MERGERS
Deaconess Hospital merged with Metropolitan North and West Hospitals, and with Incarnate Word Hospital in 1996, forming the Deaconess Incarnate Word Health Systems.

1995

SPIRIT OF DEACONESS AWARDS INTRODUCED
A special event was held for the first time in 1995 focusing on the compassionate spirit of the Deaconess sisters guided by their commitment to serve others in the name and ministry of Jesus Christ. The event introduced the Spirit of Deaconess Awards, which saluted those in the community who "reflect the Deaconess tradition of responding to community needs in caring ways."

1992

Rev. Jerry W. Paul becomes CEO of Deaconess Hospital.

THE DEACONESS FOUNDATION
As a result of the creation of Deaconess Incarnate Word Health System (DIWHS), Deaconess Foundation became a sponsoring organization of DIWHS. The revised bylaws included the expansion of the board to 25 members, a provision to elect nine members of the DIWHS Board, and reserve powers given to the foundation and to the Sisters of Incarnate Word. The foundation is seen as a separate, supportive corporation carrying out its mission "in the name of Deaconess."

1997

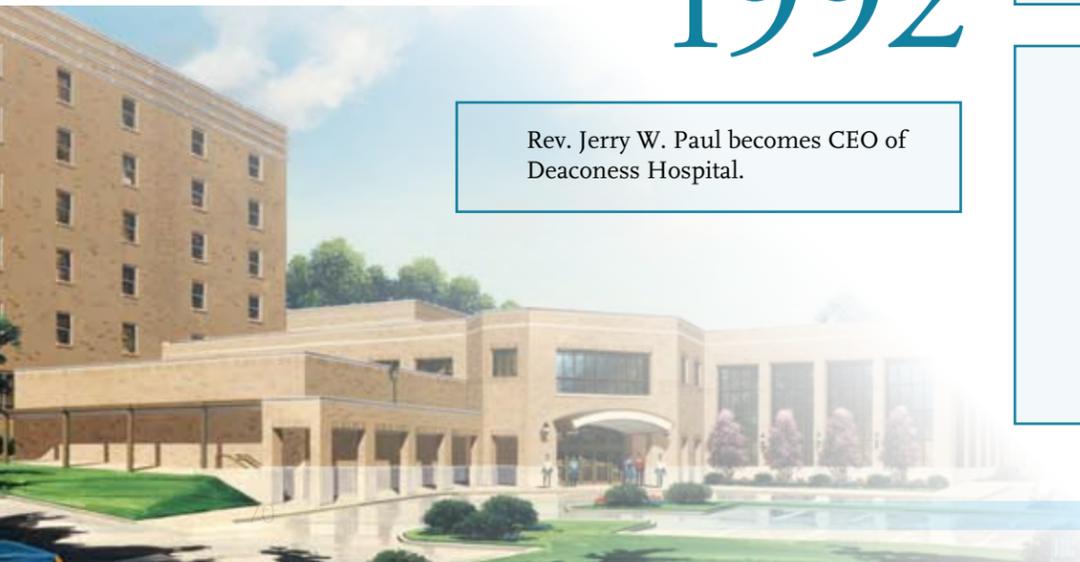
After careful consideration, the DIWHS sponsors made the decision to sell the assets of DIWHS, which then consisted of over 50 sites of care, to Tenet Health System. Proceeds of the sale were divided between two sponsors, Deaconess Foundation and Incarnate Word Health System in San Antonio, Texas. Deaconess Foundation plans to use the assets from the sale to continue its ministry of promoting the health and well-being of the St. Louis region by becoming a grantmaking foundation.

1998

FIRST GRANTS MADE TO THE COMMUNITY
Deaconess Foundation made its first grants to community-based organizations, awarding more than \$1.7 million in grants and scholarships in its first year to over 50 organizations.

NEW MISSION STATEMENT ADOPTED
As a grantmaking foundation, Deaconess Foundation adopted the following mission: In the spirit of its faith heritage, the mission of Deaconess Foundation is the improved health of the metropolitan St. Louis community and its people.

TRADITION OF NURSING SCHOLARSHIPS SUSTAINED
In order to sustain its support of the healing ministry, the foundation voted to continue its tradition of providing scholarships to nursing students. In its earliest phase, the foundation provided over \$85,000 annually to students of the Deaconess College of Nursing.



COLLABORATIVE GRANTMAKING: IN DEACONESS FOUNDATION'S DNA

Since its beginning, Deaconess Foundation has been committed to the concept that “the sum is greater than its parts.” In the beginning, clergy and lay leaders knew they could accomplish great things by working together to create a health home for the indigent. Throughout its history as a hospital, Deaconess wove the talents of ministers, volunteers, medical professionals, and sisters to provide comprehensive care. Thus, it is only fitting that collaborative grantmaking has been a core strategy for the foundation. Since it began grantmaking in 1997, Deaconess Foundation has championed a unified approach to addressing social needs. In 1998, Deaconess Foundation joined with Saint Louis University and the St. Louis Department of Health and Hospitals to match funds from the Robert Wood Johnson Foundation to treat tuberculosis among Bosnian immigrants. Since that first grant, the foundation has supported, joined, and often sparked collaborative funding in the region. By modeling a willing, collaborative approach, the foundation has attracted public and private national funds, as well as leveraged local funding.

Some of its largest collaborative grants include the Aging Out Initiative, done in conjunction with eight other funders to address needs of youth aging out of foster care; grants to better align federally qualified health care systems and create the Regional Health Commission; and seed funding for current networks including the Afterschool for All Partnership, the Regional Early Childhood Council, St. Louis Graduates, the Regional Youth Violence Prevention Project, and a regional children's cradle-to-career assessment.

1999

COLLABORATIVE GRANTMAKING BECOMES THE NORM

Deaconess Foundation participated in its first collaborative grantmaking effort that leverages national funding. In conjunction with Saint Louis University, the St. Louis Department of Health and Hospitals, and the Robert Wood Johnson Foundation, the foundation committed a total of \$135,000 for detection, treatment, and prevention of tuberculosis among immigrants.

EARLY INVESTMENTS IN COMMUNITY'S INFRASTRUCTURE

One of Deaconess Foundation's earliest grants was to build the capacity of the region's largest school system to track the well-being and health outcomes of students. The foundation provided a \$500,000 grant for the purpose of developing an information network for St. Louis Public School nurses.

2002

DEACONESS PARISH NURSING PROGRAM BECOMES AN LLC

The Deaconess Parish Nurse Program was established as a limited liability company of Deaconess Foundation and named its first board of managers. Reverend Deborah Patterson became its Chief Executive Officer.

2004

DEACONESS IMPACT PARTNERSHIP IS CREATED

After careful study of the nonprofit landscape and potential gaps in funding, Deaconess Foundation launched its pioneering Deaconess Impact Partnership. The major grantmaking program is designed to support the infrastructure needs of exemplary child and youth-serving nonprofits.



2005

PUBLIC/PRIVATE INVESTMENTS

Deaconess Foundation made a \$250,000 grant to support the affiliation of ConnectCare with Grace Hill and Comprehensive Federally Qualified Health Centers.

FOUNDATION PARTNERS WITH BACK BAY MISSION

In response to the ravages of Hurricane Katrina, the foundation provided an emergency \$250,000 grant to Back Bay Mission, a United Church of Christ-affiliated ministry, which was called to serve hundreds impacted by the hurricane.

2007

DEACONESS FOUNDATION CELEBRATES TENTH ANNIVERSARY

Deaconess Foundation celebrated its tenth anniversary as a grantmaking foundation. In its first ten years, the foundation granted over \$30 million to over 200 nonprofits in the area and grew its endowment by 64 percent.

DEACONESS FOUNDATION INVESTS IN EDEN THEOLOGICAL SEMINARY

Deaconess Foundation Board of Trustees approved a financial assistance package for Eden Theological Seminary which totaled more than \$18 million over three years. The package was among the largest ever awarded by a foundation to a seminary in the United States, and helped to create a firm base that would ensure the school's long-term financial viability.

2010

CHANGES FOR THE PARISH NURSE PROGRAM

In June 2010, Deaconess Parish Nurse Ministries, LLC divided into two program arms—the Deaconess Parish Nurse Ministry Network (DPNMN), with Reverend Donna Smith-Pupillo, RN, BSN as the executive director, and the International Parish Nurse Resource Center (IPNRC), with Reverend Dr. Deborah Patterson as the executive director.

Sister Marie Lee, the last Evangelical Deaconess Sister in the United States, died at the age of 100.

DEACONESS ADVOCACY GRANTS

Deaconess Foundation launches its advocacy grantmaking initiative by investing over \$200,000 in 13 organizations dedicated to advocating for needs of low-income children.

2011

LEADERSHIP CHANGES

After more than 30 years of service to the Deaconess mission, Reverend Jerry W. Paul (left) retired. Reverend Starsky D. Wilson (right) was elected President and CEO of Deaconess Foundation.



COMMUNITY CAPACITY BUILDING BECOMES A PRIORITY

Deaconess Foundation voted to expand its funding priorities to include "community capacity building." The board defined community capacity building as "deliberate and coordinated work designed to create, strengthen and expand the region's capability to achieve and sustain effective action that brings about better outcomes for children and youth."

2013



Appendixes



Board Members

Deaconess Hospital and Deaconess Foundation

Ms. Debra Aerne
Mr. Brent W. Baldwin
Rev. Aaron D. Ban
Ms. Valerie D. Bell
Mr. Joseph Blasko Jr.
Dr. Leslie F. Bond
Ms. Bonnie M. Bowles
Rev. Dr. John M. Bracke
Mr. Michael R. Brand
Dr. Robert W. Brangle
Dr. Dale J. Brewer
Mr. Dennis Bruns
Rev. Cynthia Bumb
Mr. Daniel D. Callahan
Ms. Helen Ann Collier
Mr. Darryl R. Collins
Mr. Phillip J. Cooper
Mr. Dan Coughlin
Ms. Tammy A. Craig
Mr. Rodney Crim
Dr. James Criscione Jr.
Rev. Dr. Sheldon Culver

Dr. Simone M. Cummings
Ms. Joan D'Ambrose
Mr. Jeff Davis
Ms. Doreen D. Dodson
Dr. Donald H. Driemeier
Dr. John D. Eckrich
Mr. James R. Elsesser
Mr. David H Eshman
Ms. Lisa K. Franke
Mr. L. John Gable
Ms. Elizabeth C. Gerber
Dr. James W. Ginther Jr.
Mr. Hugh P. Greeley
Mr. James B. Haberberger
Mr. Frank Hamsher
Mr. Ray C. Hemann
Mr. Allan R. Hoffman
Ms. Norella V. Huggins
Ms. Joyce D. Johnson
Ms. Bethany Johnson-Javois
Ms. Carol Ann Jokerst
Dr. E. Terrence Jones

Mr. Orvin T. Kimbrough
Mr. Jack A. Kirkland
Ms. Tammy S. Krebel
Rev. James A. Langdoc
Dr. Marc Lewen
Rev. Dennis A. Lindberg
Dr. Susan Luedke
Dr. Theresa Mayberry
Mr. Derek Mays
Mr. James C. Mays
Mr. Glennon K. McFadden
Rev. David E. Mehl
Mr. H. C. Milford
Ms. Elizabeth A. Noonan
Mr. William L. Otten
Dr. Shanti Parikh
Rev. Dr. Deborah L. Patterson
Sr. Mary Pezold
Dr. Robert P. Poetz
Mr. Joseph Pulitzer IV
Mr. A. J. Reimers
Ms. Julie A. Rhodes
Ms. Susan Nell Rowe

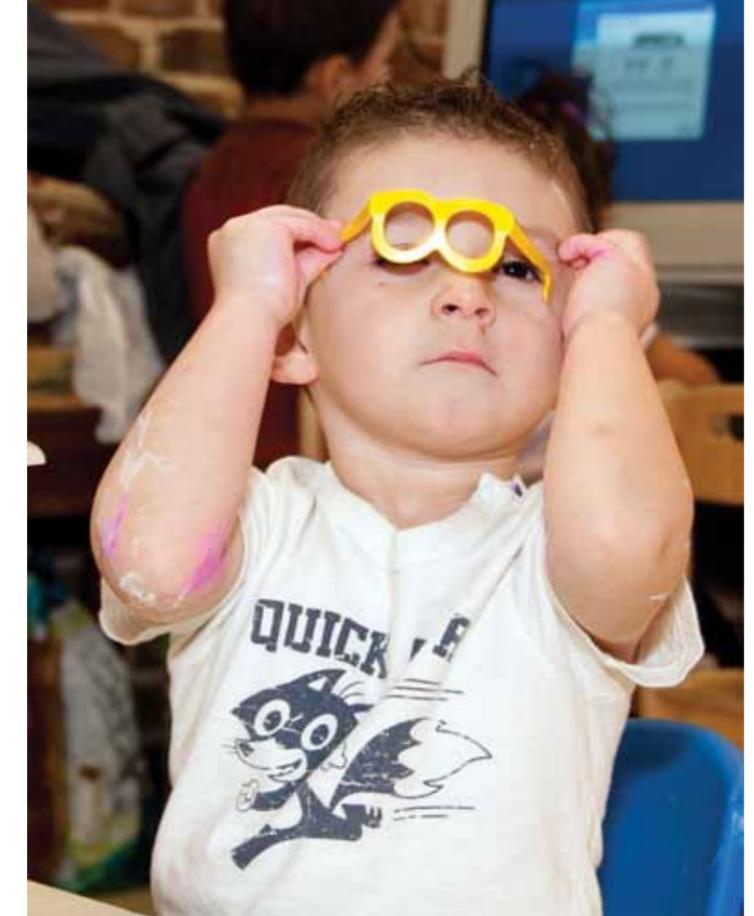
Dr. Melvin B. Saltzman
Mr. James R. Schnurbusch
Mr. Jim N. Schwab
Rev. Carol Shanks
Dr. Herbert Shapiro
Ms. Cheryl Sharpe
Dr. Edward J. Spillane
Dr. Susan S. Stepleton
Mr. Steven R. Stout
Mr. Ralph V. Streiff
Ms. Barbara Bartley Turkington
Rev. Russell H. Viehmann
Ms. Lottie H. Wade
Ms. Sandra K. Wagner
Ms. Cheryl D.S. Walker
Sr. Corine Walsh
Sr. Nora Marie Walsh
Ms. Elizabeth C. Watkins
Ms. K. Wentzien
Mr. Robert A. Wetzel
Rev. Ann Asper Wilson
Rev. Starsky D. Wilson
Mr. Hal Wuertenbaecher

Grants Awarded by Deaconess Foundation

100 Black Men of Metropolitan St. Louis
 A. Jean Brugger Education Project
 Academy Health
 Access Academies
 Accion Social Comunitaria (La Clinica)
 Affton High School
 Aim High St. Louis
 ALIVE—Alternatives to Living in Violent Environments
 Alliance for Nonprofit Management
 Almost Home
 Alumni Association of the Deaconess College of Nursing
 Alzheimer's Association
 America SCORES St. Louis
 American Heart Association
 American Lung Association
 American Parkinson's Disease Association
 American Protestant Health Alliance
 AmeriCorps St. Louis Partners
 Angels' Arms
 Annie Malone Children & Family Service Center
 Annie's Hope
 Anti-Defamation League
 Aquinas Institute of Theology
 Area Resources for Community and Human Services (ARCHS)
 Arthritis Foundation
 ArtWorks St. Louis
 Association of Community Organizations for Reform Now (ACORN)

Asthma & Allergy Foundation of America St. Louis Chapter
 Back Bay Mission
 Beaumont High School
 Belle Children's Services of St. Louis Arc
 Belleville School District 118
 Bethany Peace United Church of Christ
 Bethel United Church of Christ
 Bethesda Health Group Inc.
 A Better Family Life
 Better Love Yourself Inc.
 Beyond Housing
 Big Brothers Big Sisters of Eastern Missouri
 Big Brothers Big Sisters of Southwestern Illinois
 Booneville Valley Hope
 Boys & Girls Club of St. Charles County
 Boys & Girls Clubs of Greater St. Louis
 Boys & Girls Town of Missouri
 BREM Catholic Social Ministry
 Bridgeway Counseling Services
 Build-A-Body Kid's Fitness Inc.
 Call for Help Incorporated
 Calvary United Church of Christ
 Camp Mo-Val/Tambo
 Campaign for Better Health Care
 Cancer Support Center of St. Louis
 Care and Counseling
 Carondelet United Church of Christ

Casa de Salud
 Catholic Charities of St. Louis
 Catholic Community Services
 Catholic Services for Children and Youth
 Catholic Urban Programs
 Centenary United Methodist Church
 Center for Hearing-Speech St. Louis
 Center for Immigrant Healthcare Justice
 Center for New Community
 Center for the Acceleration of African American Business
 Center for the Survivors of Torture and War Trauma
 Center of Creative Arts (COCA)
 Central Institute for the Deaf
 Central Reform Congregation
 Chicago Theological Seminary
 Child Day Care Association
 Childgarden
 Children of Shannon Dodson
 Children's Advocacy Services of Greater St. Louis
 Children's Home Society of Missouri
 Christ Church United Church of Christ
 Christ the King United Church of Christ
 Christ United Church of Christ
 Christian Activity Center
 Christian Family Services
 Christian HomeCare Services Inc.
 Christian Service Center Inc.



Church of the Good Shepherd United Church of Christ
 Churches United for Community Action
 Citizens for Missouri's Children
 City Garden Montessori/Charter School
 City of St. Louis Health Department
 Clark Atlanta University
 College Bound
 College Summit-St. Louis



Collinsville Faith in Action
 Collinsville Habitat for Humanity
 Combined Health Appeal
 Committed Caring Faith Communities
 Communities Creating Opportunity
 Community Action Agency of St. Louis County Inc.
 Community Alternatives Incorporated
 Community Health In Partnership Service
 Community Mission Church
 Community Performance Ensemble
 Comprehensive Behavioral Health Center of St. Clair County Inc.
 COMTREA (Community Treatment Inc.)
 Concord Lion's Club
 Congregations Allied for Community Improvement
 Connections to Success
 Cooperating School Districts Center for Educational Advancement
 Cornerstone Center for Early Learning
 Coro Midwestern Center
 Council for Health & Human Service Ministries
 Court Appointed Special Advocates of Southwestern Illinois
 Court Appointed Special Advocates of St. Louis County
 COVAM Community Development Corporation
 Crohn's & Colitis Foundation
 Cultural Leadership
 Dance St. Louis
 Daughters of Charity
 De La Salle Middle School
 Deaconess College of Nursing
 Deaconess Parish Nurse Ministries

Delta Gamma Center for Children with Visual Impairments
 Discovering Options
 Diversity Awareness Partnership
 Doorways
 DuBois Center
 East Eden Missionary Baptist Church
 East Side Heart and Home
 East St. Louis Children's Foundation
 Eden Childcare
 Eden Theological Seminary
 Eden United Church of Christ
 Edgewood Children's Center
 Emerson Park Development Corporation
 Emmaus Homes
 Energy Care
 Epiphany United Church of Christ
 Episcopal City Mission
 Epworth Children & Family Services
 Equal Housing and Opportunity Council
 Evangelical Synod Archives
 Evangelical United Church of Christ—Alton IL
 Evangelical United Church of Christ—Highland IL
 Evangelical United Church of Christ—St. Louis MO
 Every Child's Hope
 Faith & Family Connections
 Faith Beyond Walls
 Faith House
 Faith in Action
 Faith In Practice

Faithful Reform in Healthcare
 Family Care Health Centers
 Family Court of St. Louis County
 Family Resource Center
 Family Support Council
 Family Support Network
 Family Violence Council of St. Louis
 Fathers' Support Center St. Louis
 First Congregational Church of St. Louis
 First Congregational Church of Webster Groves
 First Trinity Lutheran Hostel Ministry
 Five Church Association
 FOCUS St. Louis
 Food Outreach Inc.
 Forest Park Southeast
 Fortress Outreach
 Foster and Adoptive Care Coalition
 Friedens Chapel United Church of Christ
 Friedens Haus
 Friedens Neighborhood Foundation
 Friedens United Church of Christ—St. Louis MO
 Friedens United Church of Christ—Troy IL
 Gamaliel Foundation
 Gateway 180
 Gateway Center for Giving
 Gateway Paralyzed Veterans Association
 Gateway to a Cure
 Genesis II
 Gifted Resource Council

Girls on the Run
 Girls Inc.
 Global Health Ministries
 Glory to Glory Christian Church United Church of Christ
 Good Samaritan House
 Good Shepherd Children & Family Services
 Good Shepherd of Faith United Church of Christ
 Grace United Church of Christ
 Grace United Methodist Church—St. Louis MO
 Grace United Methodist Church—Washington Park IL
 Grantmakers for Effective Organizations
 Grantmakers In Health
 Greater St. Louis Area Fellowship of Christian Athletes
 Griffin Center
 Guardian Angel Settlement Association
 Harris-Stowe State University
 HavenHouse St. Louis
 Healing the Children
 Hitz Memorial Home
 Holy Ghost United Church of Christ & Trinity United Church of Christ
 Home Works!
 Hope United Church of Christ—DeSoto MO
 Hope United Church of Christ—St. Louis MO
 HopeBuild
 Hopewell Center
 Hoyleton Youth and Family Services
 Hudelson Baptist Family Services
 Humanitri
 Iglesia Cristiana El Dios ViViente United Church of Christ

Illinois South Conference United Church of Christ
 I'm Third Foundation
 Immanuel United Church of Christ—Hamel IL
 Incarnate Word Foundation
 InspireSTL
 Institute for Family Medicine
 Institute for Peace and Justice
 Interfaith Partnership of Metropolitan St. Louis
 International Institute of Metropolitan St. Louis
 Jack and Jill of America Inc.—St. Louis Chapter
 Jackie Joyner-Kersey Foundation
 JA's Youth Fitness Club
 John & Estelle Moten Scholarship Fund
 Joint Neighborhood Ministry
 Junior Achievement
 Justice Unity Generosity Service International Inc.
 Juvenile Diabetes Foundation
 Kansas-Oklahoma Conference United Church of Christ
 Kids Across America
 Kids Forever
 Kids in the Middle
 Kids' Place
 KidSmart-Tools for Learning
 Kingdom House
 KIPP: St. Louis
 Kirkwood United Church of Christ
 Kreitner Elementary School
 Leadership for Social Change
 League of Women Voters of Missouri



Learning Tree Intergenerational Center
 Legal Services of Eastern Missouri Inc.
 Lemay Child and Family Center
 Lemay Housing Partnership Inc.
 Lessie Bates Davis Neighborhood House
 Let's Start—St. Vincent's Church
 Life Skills
 Lift for Life
 Links Inc.—Gateway Chapter
 Living Well Foundation
 Living Word Apostolic Church
 Logos School
 Loyola Academy of St. Louis
 Lutheran Association for Special Education
 Lutheran Family and Children's Services of Missouri
 Lutheran Foundation of St. Louis
 Lydia's House
 Lyon Sister Cities Inc.
 Madison County Child Advocacy Center
 Make-A-Wish Foundation of Metro St. Louis
 Manasseh Ministry
 Maplewood-Richmond Heights Community Church Cluster
 Maplewood Richmond Heights Senior High School
 March of Dimes
 Marian Middle School
 Maternal Child and Family Health Coalition
 Mathews-Dickey Boys' and Girls' Club
 Meds & Food for Kids
 Mental Health Association of Greater St. Louis



Mentor St. Louis
 Metro Hope
 Metro Theater Company
 Metropolitan Congregations United for St. Louis
 Midtown Catholic Community Services
 Midwest Center for Policy Research and Evaluation
 Ministers United Against Human Suffering
 Miriam Foundation
 Missouri Association for Social Welfare
 Missouri Budget Project
 Missouri Child Care Resource and Referral Network
 Missouri Coalition for the Environment
 Missouri Coalition of Children's Agencies
 Missouri Conference Women's Missionary Society
 Missouri Department of Health and Senior Services
 Missouri Department of Higher Education
 Missouri Foundation for Health
 Missouri Health Care for All
 Missouri Mid-South Conference United Church of Christ
 Missouri Religious Coalition for Reproductive Choice
 Monsanto YMCA
 MOSES (Metropolitan Organizations Strengthening and Empowering Society)
 Mothers and Children Together
 Mount Calvary Community Outreach Center
 Mount Tabor United Church of Christ
 Muscular Dystrophy Association
 National Black Child Development Institute
 National Conference for Community and Justice

National Council of Jewish Women
 National Council on Alcoholism & Drug Abuse
 National Kidney Foundation of Eastern Missouri and Metro-East
 National Organization for People of Color Against Suicide
 National Women's Political Caucus of Metro St. Louis
 Neighborhood Houses
 Neighborhood Law Office
 Neighbors United for Progress
 New Athens Home for the Aged
 New Horizon Seventh Day Christian Church
 New Northside Family Life Center
 Nonprofit Services Center
 North Area Community Development
 North Side Team Ministry of St. Louis Inc.
 Northside Community Center
 Notre Dame High School
 Nurses for Newborns
 O'Fallon United Church of Christ
 Ojamaa
 Old North St. Louis Restoration Group
 Olive Branch Presbyterian Church
 Operation Food Search
 Our Lady's Inn
 Our Little Haven
 PAKT Inc. (Parishes Associated with Kinloch Team)
 Paralyzed Veterans of America
 Paraquad
 Parenting for Success
 Parents as Teachers National Center Inc.

Parkway United Church of Christ
 Paula J. Carter Foundation
 Peace United Church of Christ
 Penrose-O'Fallon Initiative
 People of Faith Education Fund
 People's Health Centers
 Peter & Paul Community Services Inc.
 Pilgrim United Church of Christ
 Planned Parenthood of the St. Louis Region
 Preferred Family Healthcare
 Presbyterian Children's Services Inc.
 Prevent Child Abuse Missouri
 Prince of Peace United Church of Christ
 Prison Performing Arts
 Progressive Youth Connection
 Project COPE
 Project Respond
 PS Kids LLC
 Puentes de Esperanza
 RAVEN (Rape and Violence Ends Now)
 Ready Readers
 Redevelopment Opportunities for Women Inc.
 Ride on St. Louis Therapeutic Horsemanship Center
 Riverview West Florissant Development Corp.
 Rotary Club of St. Louis
 ROWEL Education Association
 Safe Connections
 Saint Elizabeth Medical Center
 Saint Louis Comprehensive Health Centers Inc.

Saint Louis Crisis Nursery
 Saint Louis Effort for AIDS
 Saint Louis Morehouse College Parents Association Inc.
 Saint Louis University
 Saint Louis University School of Law
 Saint Louis University School of Medicine
 Saint Louis University School of Nursing
 Saint Paul United Church of Christ—Belleville IL
 Salem United Church of Christ
 Salvation Army Boys and Girls Club
 Samuel Dewitt Proctor Conference
 Samuel United Church of Christ
 Shalom House
 Shannondale United Church of Christ
 Shearwater Education Foundation
 Shelter the Children
 Sherwood Forest Camp
 Shiloh Adult and Children's Basic Educational Center
 Sickle Cell Community Advocates Inc.
 Sickle Cell Disease Association of America
 Society of St. Vincent DePaul
 Sojourners
 South City Open Studio and Gallery for Children
 Southern Illinois Healthcare Foundation
 Southern Illinois Regional Wellness Center
 Southside Catholic Community Services
 SouthSide Early Childhood Center
 Spanish Lake Community Association
 Special Olympics Missouri



Spirit of St. Louis Marathon
 Springboard
 St. Clair County Child Advocacy Center
 St. Clair County Court Appointed Special Advocates
 St. Francis Xavier Church
 St. John Evangelical United Church of Christ—Collinsville IL
 St. John United Church of Christ—Fairview Heights IL
 St. John United Church of Christ—Granite City IL
 St. John United Church of Christ—Manchester MO
 St. John United Church of Christ—Nashville IL
 St. John United Church of Christ—New Athens IL
 St. John United Church of Christ—St. Clair MO
 St. John United Church of Christ—Trenton IL
 St. John United Church of Christ—Valmeyer IL
 St. John's Home & Community Care—Collinsville IL
 St. John's UCC Community Service Ministry—St. Louis MO
 St. John's United Church of Christ—Brighton IL
 St. John's United Church of Christ—St. Louis MO
 St. John's United Church of Christ Midway—Moro IL
 St. Johns Evangelical United Church of Christ—St. Louis MO
 St. Joseph Institute for the Deaf
 St. Louis American Foundation
 St. Louis Area Council on Child Abuse and Neglect
 St. Louis Area Foodbank
 St. Louis Area Jobs with Justice
 St. Louis Association for Retarded Citizens
 St. Louis Association of Community Organizations
 St. Louis Association United Church of Christ
 St. Louis Caring Communities

St. Louis Charter School
 St. Louis Children's Hospital
 St. Louis Community Re-Entry Program for Ex-Offenders
 St. Louis For Kids
 St. Louis Graduates
 St. Louis Health Access Call to Action Meeting
 St. Louis Internship Program
 St. Louis Language Immersion School
 St. Louis Lead Prevention Coalition
 St. Louis Learning Disabilities Association
 St. Louis Metropolitan Region—Missouri Coalition Against Violence
 St. Louis Area Ministerium, United Church of Christ
 St. Louis Public Schools Foundation
 St. Louis Regional Asthma Consortium
 St. Louis Regional Early Childhood Council
 St. Louis Regional Youth Violence Prevention Task Force
 St. Louis Social Venture Partners
 St. Louis Teen Pregnancy Collaborative
 St. Louis Transitional Hope House Inc.
 St. Lucas United Church of Christ
 St. Luke's United Church of Christ—Imperial, MO
 St. Luke's United Church of Christ—St. Louis, MO
 St. Mark United Church of Christ
 St. Martin's Child Center
 St. Martin's United Church of Christ—Dittmer
 St. Mary's Hospital
 St. Matthew United Church of Christ
 St. Patrick Center
 St. Paul United Church of Christ—Columbia, IL



St. Paul United Church of Christ—Lebanon, IL
 St. Paul United Church of Christ—Nashville, IL
 St. Paul United Church of Christ—St. Louis, MO—Giles Ave.
 St. Paul United Church of Christ—Waterloo, IL
 St. Paul's United Church of Christ—Freeburg, IL
 St. Paul's United Church of Christ—St. Louis, MO—Telegraph Rd.
 St. Peter's Ambassador
 St. Peter's Evangelical United Church of Christ—Ferguson, MO
 St. Peter's United Church of Christ—Addieville, IL

St. Peter's United Church of Christ—Granite City, IL
 St. Peter's United Church of Christ—Okawville, IL
 St. Peter's United Church of Christ—Washington, MO
 St. Philips United Church of Christ
 St. Regis After School Program
 St. Stephen United Church of Christ
 St. Thomas United Church of Christ
 St. Vincent de Paul
 Stages St. Louis
 State of Missouri African-American Smoking Initiative
 Step Ahead
 Stepping Into the Light Inc.
 Steve Brennan Family Foundation
 Stop the Killing Initiative Project
 StudioSTL
 Sudan Illustrators
 Sudden Infant Death Syndrome Resources Inc.
 Sunday Jams Inc.
 Support Dogs Inc.
 Teen Pregnancy & Prevention Partnership
 The Alliance for the Mentally Ill
 The Black Rep
 The Child Center Inc.
 The Cornerstone Chorale Inc.
 The Freedom School
 The Griot Museum of Black History
 The Haven of Grace
 The Human Development Corporation of Metropolitan St. Louis
 The Nonprofit Quarterly

The Sarah Community
 The Scholarship Foundation of St. Louis
 The Singer Institute
 The Soulard School
 The Starkloff Disability Institute
 The Village Academy
 Therapeutic Horsemanship
 Tilda Hospital
 Together for Kids
 Touchette Regional Hospital
 Trinity United Church of Christ—Belleville
 Trinity United Church of Christ—St. Louis
 U.S. Department of Housing and Urban Development
 Union Avenue Christian Church
 Union Memorial Outreach Center
 Uni-Pres Kindercottage
 United 4 Children
 United Church of Christ
 United Church of Christ of California
 United Congregations of Metro East
 United Way of Greater St. Louis
 University City Children's Center
 University City East
 University of Missouri-St. Louis
 Urban League of Metropolitan St. Louis Inc.
 Urban Strategies Inc.
 UrbanFUTURE
 Vashon Jeff Vander Lou Initiative
 Vashon Education Compact

Vellore CMC Board USA Inc.
 Violence Prevention Center of Southwestern Illinois
 Vision for Children at Risk
 Voices for Children
 Volunteer Interfaith Caregivers
 War Trauma Recovery Project
 Washington University
 Washington University Department of Pediatrics
 Washington University School of Medicine
 Webster Groves School District
 Webster University
 Webster-Rock Hill Ministries
 Where Pigs Fly Camp
 William Wetzel Osteopathic Educational & Research Foundation
 Woman's Place
 Women's Safe House
 World Community Center of St. Louis
 Wyman Center
 YMCA of Greater St. Louis
 Youth and Family Center
 Youth Council for Positive Development
 Youth Emergency Service
 Youth in Need
 Youth Learning Center
 YWCA of Metro St. Louis
 YWCA of St. Clair County
 Zion Evangelical United Church of Christ
 Zion United Church of Christ—Florissant, MO
 Zion United Church of Christ—New Baden, IL



Zion United Church of Christ—St. Louis, MO
 Zion United Church of Christ—Waterloo, IL
 Zoar United Church of Christ—Florissant, MO

Chairmen of the Deaconess Health Services Corporation

1990 Mr. A. J. Reimers
 1991–1993 Mr. L. John Gable
 1994–1995 Mr. H. C. Milford



Deaconess Health Services Corporation, 1984: from back left: A. J. Reimers, Merle T. Welshans, Larry A. Swaney, William M. Fogarty; from front left: Richard Ellerbrake, Kenneth A. Marshall, William E. Winter

Chairmen of the Deaconess Incarnate Word Health System

1995–1997 Mr. H. C. Milford

Chairpersons of Deaconess Foundation

1997 Mr. James R. Elsesser
 1998–2000 Mr. Brent W. Baldwin
 2001 Mr. H. C. Milford
 2002–2003 Ms. Tammy S. Krebel
 2004 Ms. Lottie H. Wade
 2005 Mr. James L. Morice
 2006 Mr. Percy L. McKinney
 2007 Ms. Dee A. Joyner
 2008 Sr. Betty Brucker
 2009–2010 Mr. John Moten, Jr.
 2011–2012 Mr. Richard E. DeVaughn
 2013 Ms. Cenia D. Bosman

Managers of the Deaconess Parish Nurse Ministries Board, 2001–2013

Mr. Brent W. Baldwin
 Sr. Betty Brucker
 Rev. Dr. Sheldon Culver
 Dr. Simone M. Cummings
 Ms. Doreen D. Dodson
 Dr. Donald H. Driemeier
 Dr. John D. Eckrich
 Dr. Susan Fletcher
 Rev. Robert Keller
 Ms. Betty Jean Kerr
 Ms. Deborah Kiel
 Mr. James C. Mays
 Mr. John Moten Jr.
 Ms. Jeanette Mott Oxford
 Ms. Joan P. Romero
 Ms. Susan Nell Rowe
 Mr. James R. Schnurbusch
 Mr. Michael Thomas
 Rev. Russell H. Viehmann
 Mr. Brian Witherspoon

Chairpersons of Deaconess Parish Nurse Ministries

2001–2003 Ms. Norella V. Huggins
 2004–2005 Rev. Dr. Richard Ellerbrake
 2006–2008 Mr. James L. Morice
 2009–2010 Ms. Lottie H. Wade
 2011–2012 Rev. Ann Asper Wilson
 2013–present Rev. Daniel Handschy



Deaconess Foundation and Deaconess Parish Nurse Ministries Employees

1997–2014 Deaconess Foundation Employees

Ms. Jane M. Donahue
 Ms. Elizabeth M. George
 Dr. Brandon Haynes
 Ms. Pamela L. Heeb
 Dr. Nesakumar Joseph
 Ms. Deleta R. Kalivoda
 Mr. Matthew Oldani
 Rev. Dr. Deborah L. Patterson
 Rev. Jerry W. Paul
 Ms. Allie Chang Ray
 Rev. Dr. Thomas R. Tupper
 Rev. Starsky D. Wilson

1997–2014 Deaconess Parish Nurse Ministries Employees

Ms. Barbara Anthony	Ms. Margaret Dorhauer
Ms. Alisa Artioli	Ms. Susan Dudley
Sr. Judith Bell	Ms. Clare Duffy
Ms. Sandra L. Bradford	Ms. Nancy Duncan
Ms. Mary Ann Brischetto	Ms. Elizabeth Durban
Ms. Dee Brown	Ms. Mary Ann Eggleston
Ms. Ramona Buckley	Ms. Sharon Ema
Ms. Rosemary Captain	Ms. Josephine Fields
Ms. Victoria Cochran	Ms. Deborah Flaughter
Ms. Carol Connolly	Ms. Mary Alice Franklin
Ms. Karen Connor	Ms. Barbara Frye
Ms. Frances Corley	Ms. Anna Gabriel
Ms. Barbara Crain	Ms. Sue Ann Glusenkamp
Ms. Joan Crawford	Ms. Deborah Goldfeder
Ms. Sheryl Cross	Ms. Claudia Golliday
Ms. Carolyn Crowe	Ms. Sheila Grigsby
Ms. Maureen Daniels	Ms. Janice Gullede
Ms. Nadine Davis	Ms. Joyce Gusewelle

Ms. Jane Hahn
 Ms. Stephanie Hayden
 Ms. Penny Heying
 Ms. Patricia Hinton
 Ms. Karen Howe
 Ms. Nancy Hunt
 Ms. Nancy Jones
 Sr. Carol Kaiman
 Ms. Elizabeth Keune
 Ms. Laura Klages
 Ms. Susan Klepper
 Ms. Linda Kuhlmeier
 Ms. Brenda Lane
 Ms. Betty Leppard
 Ms. Carolyn Loeffler
 Ms. Libby Long
 Ms. Susan Lutjens
 Ms. Mardi Manary
 Ms. Gayle Mason
 Ms. Eileen McGartland
 Ms. Kathy McGregor
 Ms. Nancy Merila



Ms. Susan Miller
 Ms. Lana Minner
 Ms. Mary Moore
 Ms. Tammy Moran
 Ms. Robin Murray
 Ms. Susan Naylor

Ms. Carol Nelson
 Ms. Elizabeth Nichols
 Ms. Barbara O'Connell
 Ms. Kathleen O'Reilly
 Ms. Janet Petorak
 Ms. Rhonda Pitt

Ms. Kathi Pondoff
 Ms. Marilyn Price
 Ms. Alice Reim
 Ms. Alvyne Rethemeyer
 Ms. Karen Reynolds
 Ms. Colleen Richmond

Ms. Mary Jane Richter
 Ms. Rita Rieger
 Ms. U'Essie Riley
 Ms. Michelle Ritter
 Ms. Annette Roach
 Ms. Stacey Ruffin
 Ms. Amy Rush
 Ms. Sharon Salerno
 Sr. Maria Schlömer
 Ms. Mary Slutz
 Ms. Linda Spina
 Rev. Donna Smith Pupillo
 Ms. Linda Stoecklin
 Ms. Frances Ann Sutherlin
 Ms. Patricia Townes
 Ms. Rebecca Valicoff
 Ms. Lisa von Stamwitz
 Ms. Carole Ward
 Ms. Barbara Wehling

Ms. Andrea West
 Ms. Cathy White
 Ms. Beverly Wynn

Ms. Stacy Zeppo
 Sr. Janina Zilvinskis
 Ms. Georgia Zimmerman



Afterword: The Deaconess Vision

“Deaconess Foundation envisions a community that values the health and well-being of all children and gives priority attention to the most vulnerable.”

Why We Can't Wait

One hundred twenty-five years into the story of St. Louis, the Deaconess mission was planted. As the city celebrates its 250th birthday this year, Deaconess turns 125. Precisely half the region's history has included the steady efforts of a faith-filled mission working toward the improved health of the St. Louis metropolitan community and its people. Deaconess Foundation, continuing this tradition, measures the health of the community by the well-being of its most vulnerable children. We believe healthy, hope-filled futures for children benefit us all.

Yet, *Kids Count* data from the Annie E. Casey Foundation reveal glaring disparities and great challenges for the well-being of young people in our region. Over the last decade, poverty rates have risen on both sides of the Mississippi for the nearly 624,000 kids in the St. Louis community. But, while St. Louis City ranks dead last among Missouri's 115 counties in a composite ranking of well-being, St. Charles County finishes second.

In Madison County, Illinois, 32% of all children live with the assistance of food stamps and in St. Louis County 4,292 cases of child abuse were reported in 2011. The region ranks 9th in the nation in the number of youth murdered with guns, but only 22nd for adults with college degrees. While the high school graduation rate in the Ladue School District is 97.9%, in East St. Louis its 64%. Even in St. Charles—the region's star for child well-being—1,735 children and youth receive public mental health services.

Stride Toward Freedom

In this context of unequal access to care and disparate outcomes for our greatest resource, Deaconess Foundation responds in creative ways to pursue its first value of justice. Since grantmaking began with gifts to sixty-seven agencies in 1998, the foundation has invested more than \$70 million into our community. We made an early commitment to advance children's health. In 1998 as part of a regional civic planning effort, Deaconess began investing in children's programs in underserved neighborhoods.

While this process of making numerous small grants did much good through valuable agencies, in 2004 Foundation leaders began to pioneer a model of organizational capacity building to enhance

impact. (See essay on *Deaconess Impact Partnership* on page 46.) With growing national interest in social innovation in the nonprofit sector spurred by the 2010 establishment of the White House Social Innovation Fund, the foundation engaged the collective impact framework within multi-sector networks. Much of this learning led to a 2011 commitment to develop a program in community capacity building.

Deaconess Foundation has distinguished itself through holistic focus on children's well-being, demonstrated propensity for innovative philanthropy and capacity-building expertise. We are distinct in our commitment to building long-term relationships with an eye toward big-picture outcomes. Our most valuable asset continues to be a diverse community of staff, trustees, agency partners and faith leaders.

Yet our vision for the community eludes us. In fact, we celebrate the city's historic milestone while public sector investment in kids plummets. Due to the impact of the 2008 global financial crisis, the Foundation Center projects social justice grantmaking in 2015 will still be less than 2008. Completing the perfect storm for children, recent years have seen child advocacy organizations, like Voices for America's Children and Citizens for Missouri's Children, shut their doors.

Where do we go from here?

Where is the Spirit leading us as we discern these critical times? Holding fast to our values and mission, in 2013 Deaconess Foundation asked precisely this question. Over eleven months current and former trustees read, reflected and conversed with expert facilitation to craft a way forward. Our funding had already evolved from supporting programs to organizational infrastructure. Considering the context of inequity and failing civic infrastructure, we focused on strategies to affect the systems that impact child well-being. With these strategies in an environment of limited dollars, the literature suggests a leveraging effect.

According to a 2012 study by the National Center for Responsive Philanthropy, "Civic participation and policy engagement is a winning combination for foundations seeking the best possible results to achieve their goals . . . Every dollar grantmakers and other donors provided to organizations for these strategies reaped an average of \$115 in community benefit." In a 2013 report, Grantmakers for Effective Organizations outlined roles foundations play in supporting movements for social change. By strategically investing resources, leveraging other funding, convening stakeholders, supporting learning and advocating for policy change, leading philanthropies are advancing their missions in measurable ways.

Appreciating the urgent state of our community's health, as



indicated by the status of its children, Deaconess committed to build upon our expertise in nonprofit capacity building and our emerging position as a leader in child well-being to invest in the community's civic infrastructure to make children's health a civic priority.

Deaconess Foundation will strengthen the region's capability to achieve better outcomes for children and youth through collaborative engagement and investment with diverse partners to improve systems and sustain actions that have long-term impact on the health and well-being of children.

We will act across the distinct, but interrelated, zones of community engagement, policy development, advocacy and financial investment. In the area of **community engagement**, we hope to amplify the voices of affected communities by mobilizing and earning trust with diverse constituencies. We will continue to add the value of staff expertise and our institutional network to high impact, collective initiatives for children in poverty. We will increase community knowledge by resourcing and informing the translation of research into child-friendly **public policy** in partnership with universities and community-based organizations. In **advocacy**, we will optimize faith community relationships, capacity-building exper-

tise and strategic communications to strengthen partners and build the base of child advocates. Finally, in our **financial investments** we will focus mission-related distributions on efforts with potential for systems-level impact or multiplier effect for service provision. This will include multiyear agency partnership, program-related investments and collaborative funding initiatives.

Illustrating our continued commitment to innovation for greater impact on children's outcomes, Deaconess began the year by becoming the first foundation in Missouri to commit to *Philanthropy's Promise*. The initiative encourages grantmakers to give at least half their grant dollars to underserved communities and at least one quarter of their grant dollars for systemic change efforts.

As led by the Spirit and with prophetic imagination we have discerned this path to nurturing an alternate vision for children. The Deaconess vision does not resemble St. Louis's care for kids today. Rather it is reminiscent of the picture of committed parents and a wise teacher in Chapter 10 of the gospel of Mark who placed children in the center of the community and placed all their hopes on them.

"Let the little children come to me; do not stop them; for it is to such as these that the kingdom of God belongs. Truly I tell you, whoever does not receive the kingdom of God as a little child will never enter it."