What happens when we come together

2023 ANNUAL REPORT
Dear members and partners—

Thank you for your generosity and for your support of Lutheran Services in America. Put simply, you make what we do possible.

The Lutheran Services in America network is community-centered, trusted and founded on our shared faith tradition of service in the community. Stepping into the gap where others can’t—or won’t—go is what social ministries do, and collectively our network members reach one in 50 people in America in over 1,400 communities. Proof that when we come together, good things happen—we can move mountains.

Let all that you do be done in love. (1 Cor 16:14)

Our strategy is rooted in our unique strength: taking action together. Through our learning communities, national network member and partner engagement and advocacy, we unite leaders: faith leaders, nonprofit leaders, industry leaders, policy makers, philanthropists, academics, healthcare professionals, individuals with lived expertise and others around a shared purpose.

Our mission statement reflects both this strategy and purpose:

Cultivating Caring Communities that Advance Health and Opportunity for All.

• Working in community and partnership permeates everything we do. We set a large table connecting people from all walks of life.
• We advance health and opportunity in the broadest sense, taking what our faith tradition calls a whole-person approach to health.
• We are here for all—and our work leaves no one out!

Throughout this 2023 report, we’ve highlighted how we continue to strengthen our shared future by growing leadership, catalyzing innovation and amplifying our united, faith-based voice—taking action together to advance health and opportunity for all.

We are deeply grateful for what each and every one of you brings to this work. Your support powers our mission.

This is what happens when we come together!

In Peace,

Colleen Frankenfield
President & CEO
Lutheran Social Ministries of New Jersey
Chairperson of the Board,
Lutheran Services in America

Alesia Frerichs
President & CEO
Lutheran Services in America
What happens when we come together in Community & Partnership.
Lutheran Services in America brings together leaders to tackle issues that are critical to our communities. We do so by engaging a nationwide member and partner network, through our signature learning communities and through our unified voice in advocacy.

To achieve our mission:

Cultivate caring communities that advance health and opportunity for all.

<table>
<thead>
<tr>
<th>GROW</th>
<th>CATALYZE</th>
<th>AMPLIFY</th>
</tr>
</thead>
<tbody>
<tr>
<td>collective capacity</td>
<td>innovation</td>
<td>a united, faith-based</td>
</tr>
<tr>
<td>to lead and effect</td>
<td>and collaboration</td>
<td>voice that shares solutions:</td>
</tr>
<tr>
<td>policy and systems</td>
<td>for impact</td>
<td>what works, why and for whom</td>
</tr>
<tr>
<td>change</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Our unique strength, our core strategy: taking action together.

With a national network of health and human service providers—300 nonprofit organizations across 1,400 U.S. communities working with over 6 million people—reaching one in 50 people in America—and over $26 billion in combined annual revenue, we

- advance equitable outcomes for children, youth and families;
- improve independence and choice for older adults;
- champion meaningful services and support for people with intellectual and developmental disabilities; and
- strengthen stability and purpose for veterans, refugees, New Americans and more.

In 2023, Lutheran Services in America was identified by Forbes as the 19th largest charity in the U.S.
What happens when we come together to Advance Health and Opportunity.

Our network’s strong tradition of using a whole-person approach leads to innovative solutions that address the multiple factors impacting health.
LAUNCHING THE HOUSING SOLUTIONS COLLABORATIVE

Limited access to stable, safe, equitable and affordable housing is a national crisis. And it’s an issue that cuts across and impacts so many of our communities.

So, in 2023, we launched the Housing Solutions Collaborative, which draws on our network’s collective resources, expertise and national reach to lead innovative responses to the health and housing crisis.

Through the collaborative, our network members are addressing housing insecurity not just as a means to provide shelter, but also to ensure that residents are connected to the supportive services they need to thrive: food, social connection, transportation and mental health care, among other resources. Because it takes more than a house to thrive.

“Housing insecurity is a part of every single program we have, whether working with refugees, with communities recovering from disaster or with older adults.”

— John Moeller, president and CEO of Inspiritus and Housing Solutions Collaborative member

Through a partnership with the University of North Carolina, Family Health Centers at NYU Langone and the Weinberg Foundation, we are providing access to services and supports for 15,000 older adults in low income settings so they can remain in the homes and communities of their choice.

Nearly $2 billion in assets and portfolios in affordable housing ... and growing ... to expand housing supply.

Peer connections and expertise to share what works, why and for whom, elevating innovative solutions beyond shelter.

ADVANCING ENHANCED CARE COORDINATION

We are working to align health and social care for some of our most vulnerable communities. In 2023, we expanded partnerships with health stakeholders including payers, health systems and Medicaid experts towards aligned action. Opportunities to strengthen partnerships include identifying common community needs, exploring diverse payment models and leveraging data.

Members in Action: Health and Housing

Across the Lutheran Services in America network, members are tackling the national crisis of housing insecurity among older adults. Learn more about how LSA member, Lutheran Senior Services (LSS), headquartered in St. Louis, is expanding their affordable housing footprint.

Physical health, mental health and housing are inextricably linked. To achieve equitable health outcomes, in addition to addressing health and behavioral needs, we must go further and include access to food, transportation and other services and supports.

These multiple factors can drive as much as 80% of health outcomes.
What happens when we come together for All.

All across the network, our work leaves no one out, whether it is strengthening families, supporting older adults or creating pathways for people with intellectual and developmental disabilities.
THE RESULTS INNOVATION LAB IS GROWING

In the Results Innovation Lab, we bring together providers, families, policy makers, healthcare professionals, national partners and others to spearhead innovative approaches to change when and how we engage families in crisis and create pathways to keep families together. In 2023 we launched several new programs.

In 2023 the Lab reached 8,898 children and families across the U.S., bringing our total since inception to 36,280.

UNLOCKING THE POWER OF LIVED EXPERTISE

When we listen, support and value people with lived expertise we can authentically uncover and unlock new ways of thinking. In 2023, our Lived Expertise Convening, an extension of the Results Innovation Lab, engaged grassroots partners, advocates and practitioners to center and strengthen our work with families and communities by centering lived expertise.

Hear Grace and others share their experience.

“Lived expertise is powerful and an essential ingredient when we are working towards better outcomes.”

Grace Araya, president and CEO, Concordia Place

NEW INITIATIVE: FAITH, FAMILIES AND COMMUNITY PARTNERSHIPS

This collaboration between our Results Innovation Lab and ELCA World Hunger unites people with lived experience, human services professionals, people of faith and policymakers to help stabilize families and reduce the need for foster care.

Elevating a diversity of voices with lived expertise to inform and advance policy and system changes to improve equity.

Convening cross-sector stakeholders and communities to learn together and take action.

Developing resources to build a broader base of support for family stabilization.
MEMBERS TAKING ACTION IN THE RESULTS INNOVATION LAB

13%

decrease in the number of Black youth in care for more than 24 months, achieved by Lutheran Social Services of New York.

50%

improvement in the number of foster youth returning home to live with their biological families achieved by Lutheran Child and Family Services of Illinois.

“It has operationalized ways in which we look at equity. Equity shows up in the work we do and that it is really critical to examine those voices and integrate them into the work.”

— Participant feedback, Wilder Foundation report

Advancing Race Equity and Sharing Best Practices

To continue our tradition of sharing what works, why and for whom, in 2023 LSA partnered with Chapin Hall at the University of Chicago to create the Family Stabilization Initiative Sustainability Toolkit. This toolkit operationalizes Lutheran Services in America’s signature learning collaborative model and provides social sector leaders with a resource for applying race equity and sustainability best practices in their work.

The Results Innovation Lab and Family Stabilization Initiative’s Transformative Focus on Race Equity

Peer support groups implemented for adolescents and fathers, by Gemma Services.

12 Illinois child welfare organizations formed a powerful alliance highlighting the importance of collaboration.

13% decrease in the number of Black youth in care for more than 24 months, achieved by Lutheran Social Services of New York.

50% improvement in the number of foster youth returning home to live with their biological families achieved by Lutheran Child and Family Services of Illinois.

13% improvement in the number of foster youth returning home to live with their biological families achieved by Lutheran Child and Family Services of Illinois.
MOBILIZING RURAL COMMUNITIES TO EMPOWER OLDER ADULTS AND CAREGIVERS

Built on our signature collaborative learning and action model and with an emphasis on whole-person care, the innovative Rural Aging Action Network seeds partnership and aligned action in community-led approaches to support aging in rural and frontier communities. In 2023, network members helped address existing gaps in care, such as affordable food, transportation, navigating health care and benefits eligibility and emerging gaps such as legal and translation assistance.

21 rural health leaders improved capacity in 6 communities.

388 older adults connected to 1,001 services by leveraging 1,081 assets and mobilizing 306 community partners.

The RAAN model has been recognized for its innovation and impact by The Commonwealth Fund, LeadingAge LTSS Center @UMass Boston, Grantmakers in Aging and the National Council on Aging.

“This focus on empowerment, dignity and intentional connection has transformed the traditional deficit-based assessment process and nurtured a sense of community and self-respect among participants.”

— Emily Dieppa, Vice President of Workforce Innovations, PHI

CHAMPIONING MEANINGFUL IMPROVEMENTS FOR PEOPLE WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES

The Disability Network engages 15 network members in three areas of focus including policy and advocacy, culture and engagement, and innovation. Together, we explored the latest research in workforce trends to support people with disabilities, along with innovations in technology to provide opportunities for greater independence. With a unified voice, we engaged leaders in purposeful conversation including with elected decision makers to shape and advance legislation. For example, our efforts paved the way in professionalizing the role of the direct care workforce to ensure greater recognition and understanding of their unique role in meeting the needs of people with disabilities.

“The Lutheran Services of America Disability Network elevates disability awareness, policymaker education and funding. We value our membership and the doors it opens for us in D.C.”

— Cheryl A. Wicks

1 in 4 older adults live in a rural community or small town (11 million).

1 in 5 rural residents are older adults.

17 | 2023 Annual Report
What happens when we come together with a Faith-based Voice.

With our office just steps from the U.S. Capitol, we ensure the voice of one of the largest faith-based networks is amplified in the national conversation.
STRENGTHENING THE VOICE OF LUTHERAN SERVICES IN AMERICA IN WASHINGTON, DC

Our public policy and advocacy work enables our network members to share the important role social ministries have in their communities. Our efforts aim to strengthen congressional and administration support for policies and funding that improve the health and well-being of people with a focus on improving access to care—advancing health and opportunity for all. In 2023:

RURAL AGING POLICY ROUNDTABLE

In 2023, we hosted 15 network members from 12 states for the opportunity to engage with the White House Domestic Policy Council to share feedback on critical health and aging policy issues. We also launched our Rural Aging Policy Priorities, which will amplify our work of championing older adults and caregivers by advocating for policies and funding that meet their unique needs aging in rural communities.

Amplify

248 meetings led with lawmakers and coalitions.

300 health and human services organizations.

1,400 communities represented by 147 representatives and 92 senators.

Ongoing advocacy to strengthen access to care by addressing the proposed Minimum Staffing Rule for Skilled Nursing Facilities.

Work to broaden the workforce pipeline in direct care: increasing recruitment, improving retention and training and fortifying existing staff.

Efforts to strengthen access to housing with supports and services, including behavioral health.

2023 Annual Report
We enter 2024 with continued energy and joy in the profound work the Lutheran Services in America network is making possible. What are we particularly excited about?

**What happens next.**

- Expanding efforts to enhance care coordination and alignment to address whole person health.
- Building on current successes and continuing to strengthen community-centered approaches to ensure choice and independence for older adults aging in rural communities.
- Increasing influence to guide and inform decision makers to ensure our trusted, community-centered, faith-based perspective is shared and informs debates.

**GROW**

- Deepening partnerships with health/behavioral health systems and providers, social service organizations, payers, community-based non-profits, policymakers, people with lived expertise and other key stakeholders to improve health outcomes.
- Harnessing the expertise and insights of our network to inform relevant policy issues with an increased focus on Medicaid, Housing and Access to Care.

**CATALYZE**

- Further centering lived expertise as part of the Results Innovation Lab to improve capacity to advance policy and systems change towards improved outcomes in child welfare.
- Strengthening the capacity of LSA network members to effectively engage in advocacy efforts to amplify our faith-based voice.

Thank you for making all this possible.

Continue your support.  
Strengthen your partnership with us.  
Share the news.
THANKS & ACKNOWLEDGMENTS

In Gratitude
We gratefully acknowledge financial contributions from our friends and partners whose generosity makes our mission possible.

Supporters
(gifts received January 1 – December 31, 2023)

Norma Adams
Adrienne Abrooks
AmazonSmile
Justin Amos
Bill and Susan Andrews
Anonymous
Marian Baldini
James and Barbara Barclay
Katherine Barton
Vicki Beilfuss
Stephan Bennett
Stan Berman
Ryan Bilak
Norma Blombach
Susan Bobie
Edward and Cheryl Boudreau
Rev. Dr. Stephen Bouman and Ms. Janet Bouman
Carolyn Boyken
Donna Bredlow
Joseph Carroll
Mary Jane Chaffee
Dr. and Mrs. Clyde J. Christmas
East Koshkonong Lutheran Church
First Lutheran Church
Samuel and Fern Clapper
Rich Claybaker
Richard and Mary Coar
Tom and Luanne Croker
Priscilla Cruz
Donna Daly
Ralston and Miriam Deffenbaugh
Richard Dietrich
David Duea
Anonymous
Marjorie Ellis
David Fenoglio
Christopher Findlay
Luann and Barry Fisher
Give Lively Foundation, Inc.
New Hampshire Charitable Foundation’s Wade Harwood and Ashley Frame Fund
Our Change Foundation
Colleen Frankenfield
Carol Fredrich
Alexia and Stephen Freerichs
Cauze Charitable Fund
Dr. Kristen and Rob Gay
Mark and Suzanne Glenn
Ted W. Goins Jr.
Darrell Gordon
Rev. Richard and Nancy Ann Graham
Diane Greve
Eric Garley
Charlotte Haberaecker
Dennis Hacker
Rev. Donald Hallberg
Bill Hanawalt
Rev. Mark Hanson
Thomas and Sue Harlin
Anonymous
Charles Heck
Valerie Heeger
Ruth Henrichs
Tania Hernandez-Andersen
Karen Hime
Deborah and Ryan Hoesly
Brian and Carla Holland
California Lutheran Homes Foundation
Timothy Lee Horst
David and Janet Hughes
Dorothy Hunter
James and Deborah Huskainen
Dan Hytrek
Immanuel
Junia John-Straker
Jeanne and Eric Kamrath
Shelley Kendricks
Barbara Kimita
Katherine Knorr
Rev. Kurt Kusserow and Pam Kusserow
Barbara Lange
David and Judith Larson
Lowe Speedling Family Fund of the Philadelphia Foundation
Rev. Barbara Lund
Rev. P. Stevens and Lois L. Lynn
Jeffrey Maletta
Mr. and Mrs. William R. Marshall
Rick and Janet Marshall
Carl R. McLoose
Paul W. Middeke
Rev. Charles Miller
Rev. Lyle and Sonja Miller
John Moeller
Zachary Nelson
Tom Nelson III
Lutheran Executive Alumni Network
Susan Newton
Rev. Linda Norman
Andrea Norton
Dr. Antonio Oftelie
Kristi Ol len
Immanuel
Shane Paul
Andrea Paul
Janet Lee Pavlak
Victor Peschel
Mark and Mary Peterson
Stephanie Picken
Gregory and Barbara Pile
Janette Poppen-Bever
Lester and Marilyn Potter
Siegfried Pregitzer
Feng Qin
Asad Qassem
Andrea Rahn
Bonnie Raquet
Joseph and Sydney Riffe
Rev. Kevin and Peg Robson
Maynard Ronholm
Eilene Roth
Vincent Ruggiero
Joy Ryan
Dr. Patricia W. Savage and Dr. Roger B. Johnson Jr.
Stephen Schack
Jan Schippers
Richard Schmidt
Larry Seitz
Mariel Sena
Polly Shaffer
Rev. William and Patricia Snyder
Bola and Amy Sodeinde
Emily Sollie
Ingrid and Bill Stafford
Eric Stenberg
Pam and Scott Stewart
Mark Stillwell
Geraldine Swan
Julie and Bruce Swanson
David and Barbara Swartling
Robert and Hilma Swensen
Tom Syverson
JoAnn Theys
Rev. Jeffrey and Pamela Thiessen
Thrivent
Randy and Linda Timmons
Jenn Turner-Rafferty
Dr. Robert W. Tuttle
John Twordos and Molly MacMillan
Robert Ulery
Alvin Varughese
Ann L. Vazquez
Erwin Vettel
Michael and Elizabeth Vetter
Judy Ward
George Watson and John Fitzpatrick
Catherine White
William Wiles
Bishop Lawrence and Laloy Wohrabe
Diane Wolfe
Patricia Yoder
Phillip Woodruff
William Yoder
William and Francie Zimmerman
MEMBER CONTRIBUTORS
Lutheran Services in America member organizations, who contributed funds beyond sustaining dues to advance our network’s collective impact (received July 1 – December 31, 2023)

AbleLight
Advocate Health
AK Child & Family
Bethesda Lutheran Services
California Lutheran Homes Foundation
Christ the King Community Outreach (CKCO)
Community Family Life Services, Inc.
Compass Housing Alliance
Dakota Boys and Girls Ranch Association
eliseo Fellowship Square Foundation, Inc.
Gemma Services
Genacres Lutheran Services
Immanuel
Immanuel Living
Inspiritus
KenCrest Centers
Knute Nelson
Luther Manor
Lutheran Community Services, Inc.
Lutheran Family Services
Lutheran Social Services of Northern California
Lutheran Social Services of South Dakota
Lutheran Social Services of the National Capital Area
Lutheran Social Services of the Southwest
Lutheran Social Services of Wisconsin and Upper Michigan, Inc.
Martha & Mary Lutheran Services
Lutheran Metropolitan Ministry
Lutheran Ministries Media, Inc.
Lutheran Services Carolinas
Lutheran Services Florida, Inc.
Lutheran Services in Iowa
Lutheran Social Services of Maryland
Lutheran Social Services of New Jersey
Lutheran Social Service of Minnesota
Lutheran Social Services of Alaska, Inc.
Lutheran Social Services of Illinois
Lutheran Social Services of Nevada
Lutheran Social Services of Nevada
Missouri Slope Lutheran Care Center, Inc.
Mosaic
Mount Olive Rolling Acres
My Friends House
National Lutheran Communities & Services, Inc.
Opportunity Parish Ecumenical Neighborhood Ministry (OPEN M)
Peace Community Center
PLM – Families Together
RAI Ministries, Inc.
Saint Luke Ministries
Samaritan Ministry of Greater Washington
Samaritas
Sapphire Lutheran Homes, Inc.
St. John’s United
Trinity Healing Center
Uprising
Virginia Lutheran Homes, Inc.
We Raise Foundation

GRANTS, FOUNDATIONS, SPONSORS & PARTNERS

ABCD Institute
Abt Associates
Amherst H. Wilder Foundation
Appalachian State University
ATI Advisory
Bethel New Life
California Lutheran Homes Foundation
Capital Impact
Chapin Hall at the University of Chicago
Concordia Plan Services
Consumer Technology Association Foundation
Convergence
Dash Media
Diverse Elders Coalition
Eldego
ELCA World Hunger Fund
Enterprise Community Partners
Evangelical Lutheran Church in America
Evans & Associates
Flourishing Spark
Forefront Culinary and Support Services
Frameworks
Grantmakers in Aging
The Harry and Jeanette Weinberg Foundation
Home Grown Strategies
Immanuel Communities
J8 Consulting
Johnson Kendall Johnson
Just Build Village Then
Knute Nelson
LeadingAge LTSS Center
Lutheran Church Extension Fund
The Lutheran Church—Missouri Synod
Lutheran Executive Alumni Network
Lutheran Family Services Rocky Mountains
Lutheran Services for the Children Endowment at the ELCA Foundation
Lutheran Services for the Elderly Endowment at the ELCA Foundation
Margaret A. Cargill Philanthropies
Mission Investment Fund of the ELCA
The National Center for Innovation and Excellence
National Council on Aging
National Housing Trust
National Indian Child Welfare Association
NORC Walsh Center for Rural Housing Partnership to Align Social Care
PHI
PHI National
Portico Benefit Services
Rose Community Management
Santa for Seniors, a program of Lutheran Community Services Northwest
Select Rehabilitation
Serviam Care Network
Simply Connect
SPARK Learning for Organizations
Transform Consulting Group
Twin Lakes Community
UnitedHealthCare
The University of North Carolina at Chapel Hill
US Aging
Wespath Institutional Investments
Ziegler

MEMORIALS, TRIBUTES & CELEBRATIONS

Frankie Barbera
Wendy Yoder Beach
Norman C. Berg
Caring Connections
Rev. Dr. John M Brndjar
Ken Daly
David Duea
Eleanor H. Earnshaw
Alesia Freirichs
Ted Goins
Rev. Ted W. Goins, Sr.
Charlotte Haberaecker
Karen Himle
Deborah Hoesly
Fred Kraegel
LSA Staff
Lutheran Services of the Carolinas
Aaron and Elise McAlpine
Mosaic workforce
Native American/Indigenous children
Joanne Negstad
Logan Paben
Leona Poppen
Dr. Patricia W. Savage
Leona Scheetz
Bill Stolte
C. Richard Yoder
Leona Aplin Scheetz
BOARD OF DIRECTORS

July 2023–June 2024

Chairperson
Colleen Frankenfield
President & CEO, Lutheran Social Ministries of New Jersey

Vice Chairperson
Eric Gurley
President & CEO, Immanuel

Secretary
Dr. Kristen Gay
President & CEO, Gemma Services

Treasurer
William Andrews
Vice President and Worldwide Director (Ret.), Rohm and Haas Company

David Duea
President & CEO, Lutheran Community Services Northwest

Jane Isaacs Lowe
Foundation Program Director (Ret.)

Rev. Barbara Lund
Senior Director, Operations and Innovation, ELCA

Dr. Antonio M. Oftelie
Executive Director of Leadership for a Networked World, Harvard University

Paula Phillippe
Self-employed Consultant

Rev. Michael W. Meyer
Managing Director, LCMS

Elizabeth Sullivan
Managing Director (Ret.), Margaret A. Cargill Philanthropies

Rev. Jeffrey D. Thiemann
President & CEO (Ret), Portico Benefit Services

Mr. David Trost
President & CEO, St. John’s United