



GEMMA SERVICES ANNUAL REPORT 2025

Because You Matter



www.gemmaservices.org

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Message from the CEO



Dear friends,

At Gemma Services, our work is grounded in the unwavering belief that every person matters. We are proud to walk alongside thousands of children and families each year – with compassion, expertise, and deep respect. We help them navigate challenges, celebrate victories, and pursue their goals with confidence.

This commitment comes to life every day across all of our programs. Last year, we were privileged to accompany approximately 3,000 youth and families through our 10 behavioral health, child welfare, and prevention programs, and our special education school (Martin Luther School). Six years after Gemma Services was formed in 2019 by the merger of Silver Springs – Martin Luther School and theVillage, we are pleased to share this Annual Report with examples of the impact of Gemma's work in our local communities during the 2024-2025 Fiscal Year.

We look ahead with hope and determination to a future filled with growth, resilience, and success – for every child and family who we accompany, and for our organization. We are grateful to all who partner with us to ensure that Gemma continues to be a place of strength and belonging for those facing life's challenges. We are honored to have you as part of the Gemma community. Thank you for joining with us to create a world where everyone knows they matter.

With appreciation,

A handwritten signature in black ink, appearing to read 'Kristen'.

Kristen E.M. Gay, Ph.D.

President & CEO

Our Locations



Plymouth Meeting
512 W. Township Line Rd



Plymouth Meeting
5200 Butler Pike



Southwest Philadelphia
6517 Chester Ave



Mount Airy
7301 Germantown Ave

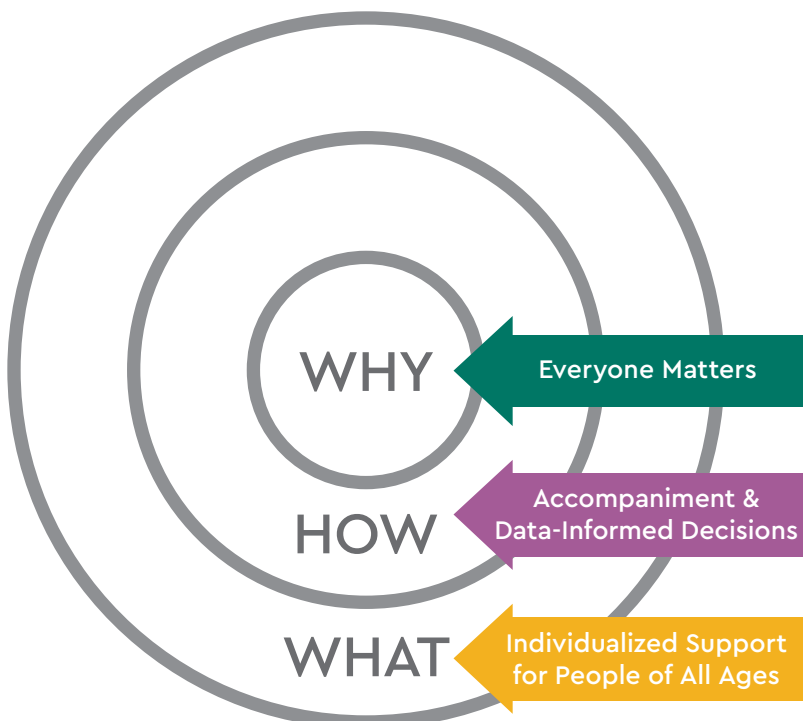
OUR VISION

We envision a world where
every person knows they matter.

OUR MISSION

Gemma accompanies people of all ages
through life's challenges using
individualized, data-informed support.

Our Why, How, & What



UNITED: Our Values

Unlimited

WE THINK BIG

Nimble

WE ADAPT AS NEEDED

Inspired

WE ARE PASSIONATE ABOUT THE MISSION

Transparent

WE SEEK THE TRUTH TO LEARN

Effective

WE DO HARD THINGS WELL

Diverse

WE WELCOME DIFFERENT PERSPECTIVES

Year in Review: Our Impact

During Fiscal Year 2024-2025, Gemma's dedicated team members accompanied thousands of youth and families as they navigated challenging times, built skills, and achieved personal goals. We are proud that our behavioral health and child welfare programs are accredited by The Joint Commission (TJC) and our Martin Luther School is accredited by Cognia.

2,992

youth and families participated in our behavioral health, child welfare, and prevention programs, and Martin Luther School.



500+

full and part-time employees comprise the Gemma team.



91%

of survey respondents said they felt they were a partner in their child's services.



86%

of clients and families responding to satisfaction surveys said they mattered to their Gemma team.



19

Evidence-Based Practices (EBPs) are used across Gemma's programs. These have been shown through research to be effective in behavioral health care, prevention services, and education.



EBPs used in our organization include: Applied Behavior Analysis (ABA), Bounce Back, Cognitive Behavioral Intervention for Trauma in Schools (CBITS), Cognitive Behavioral Therapy (CBT), Dialectical Behavior Therapy (DBT), Ecosystemic Structural Family Therapy (ESFT), EQ2, Family Check Up, Motivational Interviewing, Mental Health First Aid, Nurturing Parenting, Parent-Child Interaction Therapy (PCIT), Play Therapy, Positive Behavior Support, Restorative Practices, Science of Reading, Strength-Based Feedback, Strengthening Families Framework, and Trauma-Focused Cognitive Behavioral Therapy (TF-CBT).

Accompanying Youth and Families Through Life's Challenges

At Gemma, "accompanying" means more than simply walking alongside someone as they are experiencing life's challenges. It also means we create spaces where children and families feel they truly matter. For five-year-old Anthony, who participated in our Foster Family Care Program, that sense of belonging was a crucial part of his four-year journey to build a trusting relationship with his foster parent, who ultimately adopted him.

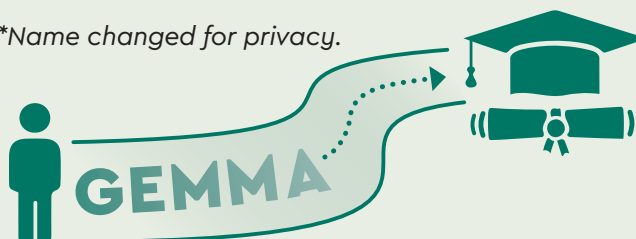
During his time with Gemma, Anthony received behavioral health support through our Intensive Behavioral Health Services and Outpatient programs. He also spent time in our Residential Treatment Program, where he received help to heal from his past traumatic experiences. We are honored that we were able to accompany Anthony through many of our programs.

His journey reflects the experiences of many youth

we assist. Even when stability and permanence are achieved, life often continues to bring unexpected challenges. At Gemma, we stand with them, offering a community of helpers and a place where they feel seen, heard, and valued.

Now, as Anthony prepares to graduate high school and step into adulthood, he does so with the support of the Gemma community, as well as unwavering partnership of his foster (and now adoptive!) parent — all who cared deeply about his experience and accompanied him every step of the way.

**Name changed for privacy.*



Residential Treatment Program

Gemma's **Residential Treatment Program** assists children and adolescents ages 6 to 14 who are experiencing significant emotional and behavioral difficulties and whose behaviors presently prevent them from living safely at home. Many youth who participate in our program have experienced traumas such as abuses, significant losses, or otherwise. Our objective is to provide a place for hope and transformative healing through holistic care as we accompany those who need support. The program does this through offering clinical therapies focused on evidence-based practices, specialized units for youth with acute needs, adjunct therapies such as recreational therapy, equine therapy, and more. Family support webinars, family skills groups, and other activities are used to accompany families throughout their child's treatment. We strive to accompany each child, specifically responding to their exact needs and partnering with every family, so they feel supported, heard, and cared for – and so they know they matter.

WHO AND WHAT

100
children
and teens
participated

Participants
from
31
Pennsylvania
counties and
two other states

90%
of children
showed
improvement in
PTSD symptoms

95%
of families
reported feeling
the program staff
fully partnered
with them

85%
of children
discharged to a
family setting

PROGRAM ELEMENTS

- ☑ Evidence-Based Interventions (TF-CBT, CBT, ESFT, DBT, EQ2)
- ☑ Family involvement and skill building
- ☑ Medication evaluation and management
- ☑ Recreational therapy and enriching and fun activities

In One Family's Words

“I am so blessed to have all of Gemma's staff in mine and my child's life! My expectations are superseded [by] your integrity, knowledge, availability, help and respect! I'm grateful for the time my son has there to grow and change. Thank you, a million times, over!”

~ Parent response to Family Satisfaction Survey, 2025

Martin Luther School

Martin Luther School provides a comprehensive educational program for students in grades K-12 who need emotional and behavioral support. Our school is designed to empower students to explore, overcome adversity, and grow — academically, socially, and emotionally. We offer rigorous academics with a central focus on literacy, social emotional learning, counseling, and family engagement and support. We strive to ensure that each student receives the attention and resources they need to thrive. We walk alongside each student as they learn with purpose, grow with confidence, celebrate with joy, and support one another to reach new goals.

WHO AND WHAT

50+

school districts
and charter
schools referred
students
to MLS

307

students enrolled
throughout
the year

Average
student age
at arrival:

10

80%

advanced by at
least one grade
level in reading.

MLS HIGHLIGHTS

- ✔ Clubs, leadership, and extracurricular opportunities
- ✔ Curriculum aligned with with PA Core Standards
- ✔ Focus on Social Emotional Learning
- ✔ Growing athletics program for middle and high school (PIAA and Penn-Jersey Athletic Assn.)
- ✔ Outdoor Education Program
- ✔ School-wide Literacy Initiative
- ✔ Student Support Services Available (Counseling and Social Work, Occupational Therapy, Speech-Language Therapy)

In One Student's Words

“I came to Martin Luther School in 6th grade, but to be honest, I didn't want to be here. Nothing in my life felt right back then. I was moving from foster home to foster home, and by the time I got to middle school, I was already used to not trusting people. When things got tough, I didn't think anyone cared. Later on, I got into some trouble with the law, and I thought that was it for me.

But MLS was different. The teachers and counselors didn't give up on me, even when I was hard to deal with. My counselor would sit with me when I felt like I couldn't talk to anybody else. My teachers made sure I had work I could handle, but they also pushed me to do better. No matter how much I messed up, there was always someone reminding me I could turn things around.

Now, I live in a shelter, and it's still not easy. But being at MLS has taught me how to keep going. I'm a senior now, and I'm hoping to graduate—something I never thought would happen. Playing on the basketball team has been a big deal for me. It's the one place where I feel like I'm part of something real. I've learned how to be a leader, and it feels good to know my teammates look up to me.

What makes MLS special is that they don't give up on you, no matter where you're coming from or what you're going through. Even when I'm not at school, I know I can call someone if I need to. They've helped me believe in myself, and now I want to prove to everyone—and to me—that I can make something of my life.”

Community Based Programs

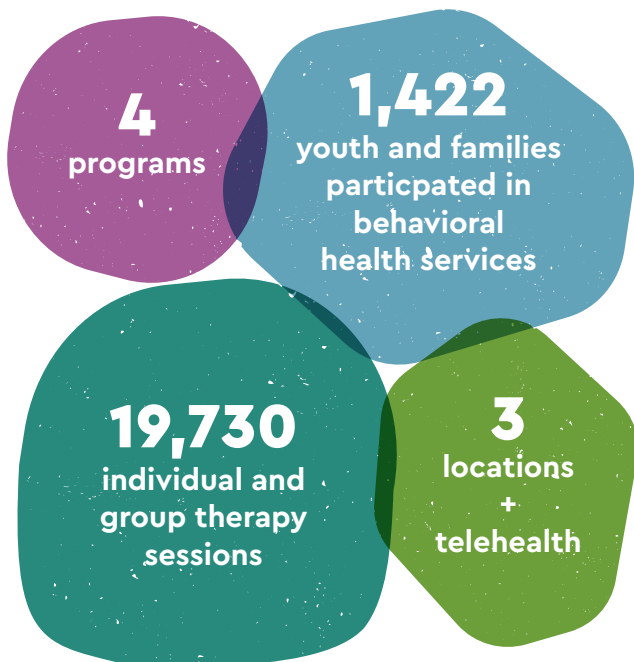
Gemma provides a range of services for children, teens, and families in Philadelphia and surrounding counties. These programs are available at our locations in Mt. Airy and Southwest Philadelphia, via Telehealth, and in home, school, and community settings. Our Community Based Programs fall into three areas: behavioral health, child welfare (foster care and adoption and permanency), and prevention.

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Behavioral Health Programs in the Community

We provide a range of **behavioral health services** that include outpatient therapy, psychiatric evaluation and medication management, in home services, in school behavioral support, and Applied Behavioral Analysis (ABA) services for children, teens, and young adults (up to age 21) in our communities who are navigating emotional and behavioral challenges. We embrace evidence-based practices and data-informed approaches so that those who participate in our programs feel supported and accompanied as they strive to reach their personal goals.

WHO AND WHAT



PROGRAM ELEMENTS

- ☑ Applied Behavioral Analysis
- ☑ Family Based Mental Health Services
- ☑ Intensive Behavioral Health Services
- ☑ Outpatient Mental Health Services

EVIDENCE BASED PRACTICES

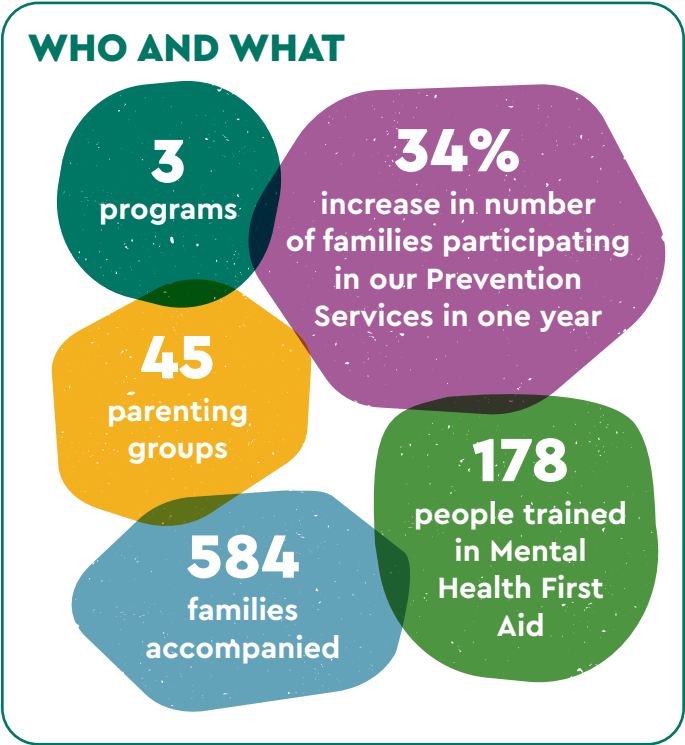
- ☑ Cognitive Behavior Therapy
- ☑ Eco-Systemic Family Therapy
- ☑ Play Therapy
- ☑ Parent Child Interaction Therapy
- ☑ Trauma Focused – Cognitive Behavior Therapy

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100% of families participating in Family Based Mental Health Services who responded to a client satisfaction survey indicated they felt they mattered to Gemma.

Community Based Programs: Prevention Services

Gemma provides three **prevention services** designed to enhance family stability and support mental wellness. These initiatives deliver skill development, parent education, mental health awareness, and connections to community resources. By assisting families in identifying needs early, delivering customized support, and equipping them with essential skills and resources, Gemma empowers families to achieve long-term success.



- PROGRAMS**
- Family Empowerment Center
 - Family Support Program
 - LaunchPAD
- EVIDENCE BASED PRACTICES**
- Family Check Up
 - Mental Health First Aid
 - Nurturing Parenting Program
 - Strengthening Families Framework

The Johnston Family’s Story

The Johnston family* came to the Family Support Program to support a grandmother caring for her four-year-old granddaughter and two older siblings. The granddaughter was struggling to express herself when she became upset if things didn't go her way. She had speech difficulties as well, making it hard for her to communicate. After the family completed the Family Check Up assessment part of Gemma’s program, they began working with a Family Support Partner and participated in Everyday Parenting (EDP) skills building. They began to strengthen their skills in positive behavior support, setting limits with the children, and building healthy family relationships. Throughout their time with Gemma, Ms. Johnston expressed gratitude for the help she received to support her family.

Specifically, she appreciated learning how to be more clear with her granddaughter. She also shared that she gained insight into how her own life experiences shaped her parenting style.

Thanks to the improved clarity she felt about her caregiving, Ms. Johnston finished the program expressing great enthusiasm for her experience at Gemma and eagerness to continue learning and growing. As she built stronger, more communicative relationships with her family members, her granddaughter’s behavior showed great improvement as well!

**Name changed for privacy.*

Community Based Programs: Foster Family Care and Adoption and Permanency Services

Gemma provides **Foster Family Care** services for youth and young adults ranging from ages 2-21 from Delaware, Montgomery, and Philadelphia Counties who cannot reside in their own homes presently. We help provide them with a compassionate, loving home environment to address their needs as they navigate emotional and behavioral challenges. From training to ongoing professional guidance, Gemma's team ensures that foster families have the skills and support so they know they matter and those in their care do as well.

Gemma's **Adoption and Permanency Program** works with youth who have experienced loss, separation, abuse, neglect, and other trauma and have been placed in the homes of foster or kinship families because their legal families are unable to care for them at the present time. Gemma supports both youth and families as they work toward achieving permanency, whether through reunification with their families, through adoption, or through Permanent Legal Custodianship (PLC) with their foster or kinship caregivers.

These services are county-referred and Gemma participates in the Pennsylvania Statewide Adoption Network (SWAN).

WHO AND WHAT

353
individuals
accompanied

2
programs

74
licensed
Resource
Homes

29
adoptions and
permanent
placements

PROGRAM ELEMENTS

Foster Family Care

- Emergency Placement
- General Foster Care
- Specialized Behavioral Health Foster Care

Adoption and Permanency

- Adoption Finalizations
- Child Profiles
- Child Specific Recruiting
- Family Profiles

Gemma in Action

A teenager was facing unexpected challenges while visiting family out of state. When circumstances took an unforeseen turn, the team responded with swift coordination, gathering vital information and working closely

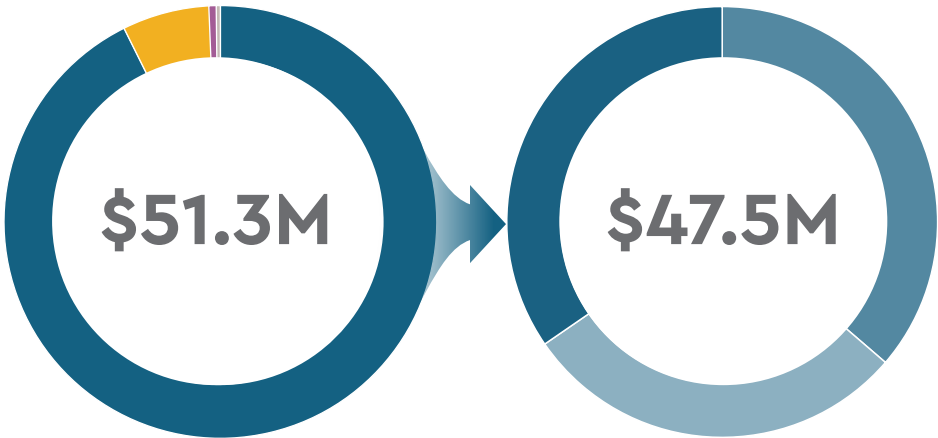
with the teen's Resource Parent who had built a strong and trusting relationship with the youth. By collaborating with external partners, Gemma mobilized every resource possible and ensured the teen's safe return to Philadelphia.

Financial Overview

FOR FISCAL YEAR ENDING JUNE 30, 2025

TOTAL REVENUE

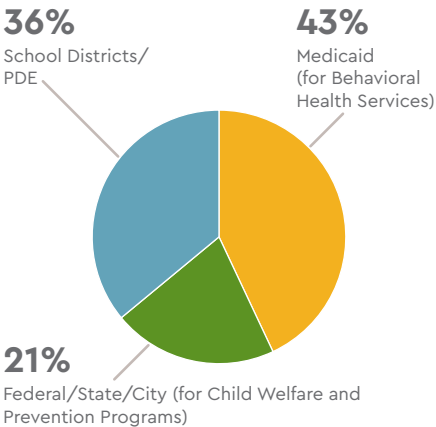
PROGRAM REVENUE DETAIL



Program Revenue	\$47,578,996
Contributions	\$3,445,453
Investments	\$230,077
Other Income	\$97,718
Total Revenue	\$51,352,244

Martin Luther School	\$17,340,692
Community Based Programs	\$17,192,255
Residential Treatment	\$13,046,049
Total	\$47,578,996

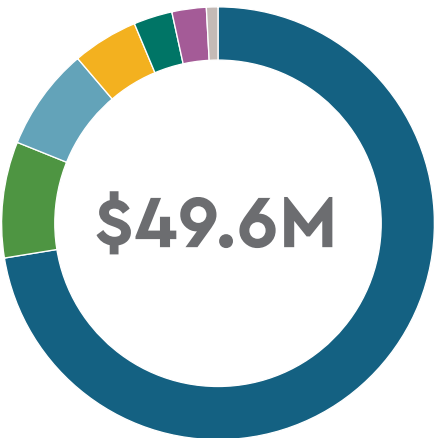
PROGRAM REVENUE SOURCES



Medicaid	\$20,271,804
School Districts/PDE	\$17,340,692
Federal/State/City	\$9,966,500
Total	\$47,578,996

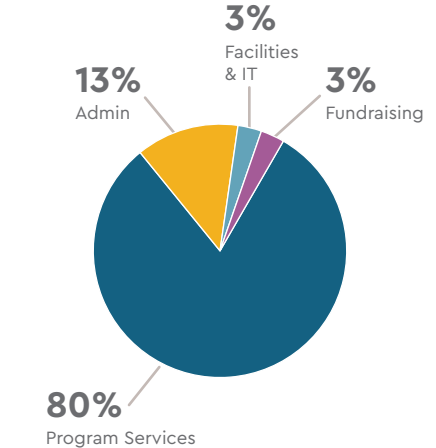
NOTES: Program revenue is comprised of reimbursements from local, state, and federal sources for education, behavioral health, child welfare, and prevention services. Surpluses are utilized to support program operations, cover unreimbursed services (Charity Care), and expand our positive impact on children, families, and our local communities.

TOTAL EXPENSES



Salaries/Wages and Benefits	\$35,946,573
Program Supplies/Support	\$4,301,046
Occupancy/Facilities	\$3,808,813
Professional Services	\$2,439,276
Admin and Operating Costs	\$1,433,448
Equipment and Technology	\$1,272,232
*Charity Care	\$426,879
Total	\$49,628,267

FUNCTIONAL EXPENSES



*Charity Care: Services for which Gemma did not receive reimbursements.

The Impact of Charitable Support

We are pleased to share some examples of the impact of your charitable support of Gemma during Fiscal Year 2024-2025.
Your friendship matters!

“Your expertise and compassionate approach made a world of difference in my son's life. Thank you for your unwavering support and exceptional care.
~ Gemma Parent”

“We look forward to volunteering at Gemma with the kids every year. It's so rewarding to spend time with them and see the smiles on their faces and to know that we are helping to improve their lives.
~ Gemma Volunteer”

“We are honored to support the Capital Campaign. The new school campus will provide students and teachers with an exceptional learning environment that is welcoming and thoughtfully designed, and will inspire growth for years to come.
~ Campaign Donor”

“For more than twenty years, I have watched Gemma evolve and grow to reach more individuals in need. Every staff member shares the same mission; helping all those they encounter know they matter. This is at the heart of everything that Gemma does.
~ Gemma Supporter”



\$1.5M

Donations for Gemma's operations and programs



\$2M+

Raised for Gemma's Capital Campaign to expand and relocate Martin Luther School



3,000+

Lives positively impacted through Gemma's programs



762

Supporters contributed funds or gifts-in-kind to support Gemma's mission and programs



240+

Volunteers shared their time and talents, totaling more than 680 total hours

THANK YOU!

To learn more about ways to advance Gemma's mission, please contact info@gemmaservices.org.

Looking Ahead:

Strategic Initiatives

Gemma's vision of a world where every person knows they matter is central to our current strategic plan, which guides Gemma's future. It provides a road map as we navigate opportunities, focus on continuous improvement, and deepen our impact on our community.

The Strategic Plan was designed to be ambitious but achievable, as well as specific but adaptable. It is embedded in Gemma's regular practice and serves as an active guidepost for the organization through 2026 and beyond as we envision our long-term sustainability and success.

Our plan is organized according to three interlinked strategic priorities:



GROWTH

Because the need for our mission continues to expand, Gemma must grow professionally and organizationally to identify and respond to challenges, needs, and opportunities around us.



IMPACT

As we grow, we remain focused on making the greatest impact so people in our community will know they matter because Gemma accompanies them with individualized support every step of the way.



EMPLOYER OF CHOICE

To sustain our growth and impact, Gemma strives to be an employer of choice by fostering a personally rewarding and engaging culture to support a passionate, innovative, and resilient workforce.

To read more specifics of each of these initiatives, please visit www.gemmaservices.org/about/impact. We look forward to continuing to update our community about the impact of our work and progress toward achieving these goals. In the meantime, we invite you to be in touch with any questions or to share ideas for how we can work together to ensure that all members of the Gemma community, and those who come to our programs for accompaniment, know how much they matter. We can be reached at info@gemmaservices.org.

Board of Directors 2025

Officers

Nina V. Rogers
Chair

Colleen M. Lelli, Ed.D.
Secretary

Kristen E.M. Gay, Ph.D.
President and CEO

Polly M. Shaffer
Vice Chair

Clifford P. Haugen
Treasurer

Other Members

Susan Arnold
Marie Barnhurst
Roy M. Fairman
Darin M. Gray
Christopher Holland

Yardly R. Jenkins
C. Andrew Krepps, Jr.
Aurora Kripa
Richell Manigault
Connie L. Murphy

Contact Us

MOUNT AIRY

7301 Germantown Ave.
Philadelphia, PA 19119

- ☑ Applied Behavior Analysis
- ☑ Intensive Behavioral Health Services
- ☑ Outpatient Services

PLYMOUTH MEETING

512 W. Township Line Rd.
Plymouth Meeting, PA 19462

- ☑ Administration
- ☑ Adoption & Permanency
- ☑ Foster Family Care
- ☑ Martin Luther School
- ☑ Residential Treatment Program

SOUTHWEST PHILADELPHIA Preheim Center

6517 Chester Ave.
Philadelphia, PA 19142

- ☑ Family Based Mental Health Services
- ☑ Outpatient Services
- ☑ Prevention Services
 - LaunchPAD Program
 - Family Empowerment Center
 - Family Support Program

610-825-4440
info@gemmaservices.org



because
you
matter



www.gemmaservices.org | info@gemmaservices.org